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

Summary

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 progress made in implementing General Assembly resolution 75/233 on the QCPR in the first year of its implementation.

* E/ICEF/2022/9.

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I. General guidelines

<i>Quadrennial comprehensive policy review (Q CPR) mandates (paras. 1–18)</i>	<i>Progress</i>
<p>Reiterates its call to the entities of the United Nations development system, within their respective mandates, to continue to mainstream the Sustainable Development Goals in their strategic planning documents, their work and reporting at all levels, taking into account that the eradication of poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development and should therefore continue to be the highest priority for and underlying objective of the operational activities of the United Nations development system; (para. 8)</p> <p>[...] requests the system to address [...] the special challenges facing the most vulnerable</p>	<p>A. Mainstreaming Sustainable Development Goals into strategic planning documents</p> <p>1. UNICEF Strategic Plan, 2022–2025</p> <p>1. The UNICEF Strategic Plan, 2022–2025 comes at a time when the human rights of all children are under threat to a degree that has not been seen in more than a generation. The Strategic Plan is geared towards seizing development opportunities amid crisis and uncertainty, to reimagine responses and galvanize the meaningful change that is needed. It is anchored in the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities.</p> <p>2. The Strategic Plan reflects the UNICEF universal mandate to secure the rights of all children, everywhere, and the organization’s unreserved commitment to prioritize those most at risk of being left behind. It charts a course towards inclusive recovery from the coronavirus disease 2019 (COVID-19), the attainment of the</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
<p>countries and, in particular, African countries, least developed countries, landlocked developing countries and small island developing States, the need for special attention to countries in conflict and post-conflict situations and countries and peoples under foreign occupation, as well as the specific challenges facing the middle-income countries [...]; (para. 10)</p> <p>[...] Calls upon all entities of the United Nations development system to: (para. 12)</p> <ul style="list-style-type: none"> – continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, [...] as well as the United Nations country team performance indicators for gender equality and the empowerment of women (the UNCT SWAP “scorecard”) [...]; (para. 12) – to enhance the collection, availability and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels [...]; (para. 12) <p>Recognizes, after the 2030 Agenda for Sustainable Development, that people who are vulnerable must be empowered; further recognizes that those whose needs are reflected in the Agenda include all children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants, and calls upon the United Nations development</p>	<p>Sustainable Development Goals and the realization of a society in which all children are included, without discrimination, and have opportunities and agency in accordance with their rights.</p> <p>3. As the first of two sequential Plans in a strategic approach to the attainment of the Sustainable Development Goals by 2030, the Strategic Plan focuses on driving sustainable change to make a measurable difference in children’s lives throughout the Decade of Action and beyond. UNICEF will focus on systemic changes that are critical to addressing the underlying causes of children’s mortality, poverty, vulnerability, gender inequality and exclusion in all settings, including humanitarian crises and fragile settings: leveraging financing for children; supporting rights-based policies and legislation; market shaping and equitable access to essential supplies and services; brokering global partnerships for children; transforming the landscape of data on children; supporting families and parenting; and influencing social behaviours and norms.</p> <p>4. UNICEF is shifting its focus beyond what the organization can do alone, towards using its mandate to mobilize other actors to maximize collective impact, rally support around development opportunities and advance human security globally. UNICEF will lead the momentum for equitable access to COVID-19 vaccines, drive equity-based agendas around the world and leverage financing to accelerate achievement of the Sustainable Development Goals, including from countries’ domestic resources and those of the United Nations development system, international financial institutions and the private sector.</p> <p>5. The Strategic Plan further outlines how UNICEF sees impact-level change happening in the period 2022–2025 and ultimately up to 2030, with the measurement of shared results largely based on impact-level Sustainable Development Goal indicators. Recognizing the special attention needed from countries in conflict and post-conflict situations, the Strategic Plan, 2022–2025 deliberately pivoted UNICEF action, across Goal Areas and change strategies, towards the prevention of conflicts and crises. The Plan includes cross-cutting priorities aimed at building resilience and reducing vulnerabilities, complemented by a more coherent and substantive focus on addressing the root causes of conflict and fragility, as well as adequate peacebuilding strategies and approaches, in line with national priorities, plans and strategies.</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
<p>system to continue to have a particular focus on the poorest, most vulnerable and those furthest behind; (para. 13)</p> <p>Calls upon the United Nations development system entities as well as United Nations country teams [...] to continue to work collaboratively to accelerate the full and effective mainstreaming of disability inclusion into the United Nations system, including by implementing and reporting on the United Nations Disability Inclusion Strategy across its programmes and operations, and stressing the need for capacity-development efforts aimed at empowering persons with disabilities and their representative organizations; (para. 14)</p> <p>[...] requests the United Nations development system and its individual entities to continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, including on agency-specific activities, and on inter-agency and joint activities, improving integrated results and resources frameworks, where appropriate, and enhancing a results culture in the entities of the United Nations development system; (para. 17)</p>	<p>B. Enhancing gender mainstreaming</p> <p>6. Promoting gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming is a guiding principle in UNICEF global efforts. The year 2021 marked the last year of implementation of the UNICEF Gender Action Plan, 2018–2021, during which programmatic and institutional progress towards gender equality has followed an overall positive trajectory.</p> <p>1. Gender capacity</p> <p>7. The UNICEF Gender Action Plan, 2018–2021 prioritized strategic areas for investments in institutional strengthening, emphasizing (a) gender equality in programming at scale; and (b) capacity and accountability on gender results. Reflecting those investments, UNICEF was one of the highest-performing United Nations entities in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, meeting or exceeding 88 per cent of all benchmarks in 2021, compared with 76 per cent in 2018.</p> <p>8. 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 mitigate the demands on staff balancing 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>9. UNICEF made significant advances in gender integration within its internal structures and systems towards becoming a more gender-responsive organization and workplace. UNICEF uses the Gender Action Plan institutional standard, a composite indicator with benchmarks for country offices, to track efforts to programme in increasingly transformative ways. The benchmarks, which include use of gender analysis in country programme design, monitoring, resourcing, capacity and accountability, showed that from the baseline in 2018, country offices were moving from simply responding to or fixing the manifestations of gender inequality, to more deliberately addressing the underlying bottlenecks and barriers to gender equality. In 2021, 98 out of 128 UNICEF offices, or 77 per cent, met the standard, as compared to 68 per cent in 2020 and 49 per cent in 2018. Almost every region saw a marked improvement over the previous year, except for East Asia and the Pacific, where only</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>half of the countries met the standard, compared with 71 per cent in 2020. Improvements on meeting benchmarks were driven largely by stronger monitoring and accountability systems and dedicated gender capacity, especially at the regional level.</p> <p>10. Globally, more country offices conducted gender analysis as part of their programme planning. By 2021, 82 out of 128 countries, or 64 per cent, completed a Gender Programmatic Review as part of their country programme planning, compared with 55 in 2018 (baseline). In two regions where performance declined over the past two years – East Asia and the Pacific and West and Central Africa – gaps in regional and country management oversight and accountability are a concern requiring greater attention in the next gender results cycle.</p> <p>3. Gender equality and Core Commitments for Children in Humanitarian Action</p> <p>11. In 2020, UNICEF revised the Core Commitments for Children in Humanitarian Action to include clear gender equality standards and benchmarks to ensure more deliberate gender integration throughout UNICEF humanitarian action. Given the ongoing pandemic, this timely revision helped to highlight the centrality of gender considerations in humanitarian response. An inter-agency effort between UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Development Coordination Office (DCO) and the United Nations COVID-19 Response and Recovery Fund helped to raise about \$14 million to fund 15 gender-related proposals (out of 74 received) by United Nations country teams (UNCTs), representing 64 per cent of total disbursement from the Fund. Two years after the revision of the Core Commitments for Children in Humanitarian Action, most UNICEF interventions aimed at responding to or mitigating the impact of COVID-19 were implemented through regular programming, going beyond the scope of immediate emergency response. It is paramount to maintain focus on the disproportionate impacts of the COVID-19 pandemic on girls and women, to ensure necessary investments to address pre-COVID-19 inequalities that have been exacerbated, and correct reversals in gender equality gains, especially in the context of the Sustainable Development Goals.</p> <p>4. Partnering for gender integration in the United Nations</p> <p>12. In 2021, UNICEF co-chaired the Gender Equality Task Team Working Group of the United Nations Sustainable Development Group (UNSDG) on revising the UNCT</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>Gender Theme Group Standards and Procedures. As a member of the Inter-Agency Network on Women and Gender Equality, UNICEF co-developed the network’s guidance for gender integration in COVID-19 response plans. UNICEF is also a member of the United Nations Task Force on Violence Against Women and serves as a Programme Appraisal Committee member of the Programme Advisory Committee for the United Nations Trust Fund to End Violence against Women. UNICEF was also part of the working group that produced the revised Gender Equality Markers and Gender Mainstreaming Handbook. Within the Spotlight Initiative, UNICEF has permanent observer status and is an implementing partner in all Spotlight countries. UNICEF also co-leads a subgroup on gender and innovation for the inter-agency innovation group in the United Nations system group.</p> <p>C. Leave no one behind and disability inclusion</p> <p>13. In the Strategic Plan, 2022–2025, UNICEF outlined its organization-wide effort to promote and protect the rights of children with disabilities across all programmes, as mandated by the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities. Disability inclusion guides the UNICEF normative framework and national development plans in support of the leave no one behind agenda in the context of the 2030 Agenda for Sustainable Development. Disability inclusion is a cross-cutting priority across programmes as it pertains to the equity, inclusion and leave no one behind principles.</p> <p>14. The Integrated Results and Resources Framework (IRRF) of the Strategic Plan, 2022–2025 reflected the elevated focus on disability rights through dedicated and disaggregated indicators on disability-inclusive programming across the Goal Areas where data are available. A total of 34 indicators represented UNICEF ambition for disability inclusion, an increase from 24 indicators in the IRRF of the Strategic Plan, 2018–2021. In addition, UNICEF included the indicator from the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) monitoring framework, 2021–2024, measuring the “percentage of the relevant indicators from the United Nations Disability Inclusion Strategy accountability framework where UNICEF has met or exceeded the standard”.</p> <p>15. An example on joint programming to promote the rights of persons with disabilities in 2021 came from UNICEF Montenegro Country Office which, in cooperation with the Resident Coordinator’s Office, the United Nations Development Programme (UNDP) and organizations of persons with disabilities, led the</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>development of a situation analysis of factors affecting disability inclusion and the implementation of the Convention on the Rights of Persons with Disabilities and the relevant Sustainable Development Goals. In 2021, UNICEF Montenegro issued a report analysing the cross-sector system support for children with disabilities and their families¹ that was selected as one of 11 global finalists in the 2021 “Best of UNICEF Research” competition.</p> <p>16. In 2021, UNICEF published the global report <i>Seen, Counted, Included: Using data to shed light on the well-being of children with disabilities</i>.² The report used the latest available data that conformed to the biopsychosocial model of disability and covered more than 60 indicators of child well-being – from nutrition and health, to access to water and sanitation, protection from violence and exploitation, and education. The report contained the first-ever global and regional estimates of the number of children with disabilities, including psychosocial difficulties.</p> <p>17. In 2021, UNICEF established the Centre of Excellence on Data for Children with Disabilities, with support from an external strategic advisory group. The aim was to promote the generation of robust and relevant statistics for use in both decision-making and advocacy. In particular, the Centre will help fill data gaps, improve the accessibility of data and promote data use. It will foster collaboration, standardization of approaches to data production and dissemination, and coordination of data activities. The initiative is intended to bring together international organizations, organizations of persons with disabilities, academia and national statistics offices around a shared commitment to strengthening the availability and quality of statistics on children with disabilities.</p> <p>18. As part of its commitment to disability inclusion, UNICEF started preparing its first ever Disability Inclusion Policy and Strategy in 2021 (DIPAS, 2022–2030) to be launched in the second quarter of 2022. DIPAS will guide the work of the organization on programmes, operations and culture change towards disability inclusion. DIPAS is linked to the implementation of the UNICEF Strategic Plan, 2022–2025, the QCPR, the United Nations Disability Inclusion Strategy and the 2030 Agenda for Sustainable Development. DIPAS will outline UNICEF priorities and provide a strategic direction and framework for accelerating results for children with disabilities based on evidence, lessons learned and good practices, consistent with its mandate and values.</p>

¹ Available at: www.unicef.org/montenegro/en/reports/analysis-cross-sector-system-support-children-disabilities-montenegro-summary.

² Available at: <https://data.unicef.org/resources/children-with-disabilities-report-2021>.

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>It will also provide operational parameters to address and strengthen institutional leadership, accountability and capacity to enable more deliberate and transformative action across key sectors.</p> <p>19. The Strategic Plan, 2022–2025 emphasized that non-discrimination is a guiding principle of all UNICEF work. It underlay the pledge set out in the 2030 Agenda to leave no one behind, guiding the core focus of UNICEF on equity and inclusion. The organization seeks out and supports children from the poorest, most marginalized and excluded groups, including children living in extreme poverty; children with disabilities; indigenous children; children belonging to racial, ethnic, religious and linguistic groups and migrant communities who experience discrimination; and children who are discriminated against for any other reason.</p> <p>20. The Strategic Plan also responded to the concerns of children and young people. By aligning with global movements for social justice, UNICEF shifted towards a transformative, intersectional approach to inequality and discrimination, addressing their underlying drivers by transforming structures and norms. As children with disabilities remain among the most excluded, discriminated-against and invisible members of every society, UNICEF elevated programming on disability rights within its Strategic Plan to advance disability rights in everything it does, including through support to families, parents and caregivers of children with disabilities. UNICEF also started addressing racial injustice and making anti-racism an explicit focus of its work to leave no one behind.</p> <p>21. UNICEF continued contributing to monitoring global child rights by bringing violations of children’s rights to the attention of the United Nations treaty bodies, in particular the Committee on the Rights of the Child, the Committee on the Rights of Persons with Disabilities, the Committee on the Elimination of Discrimination against Women and the Universal Periodic Review.</p> <p>D. Results-based management</p> <p>22. In 2021, UNICEF rolled out the new Rights- and Results-Based Management training, which was undertaken by all country offices preparing a new country programme. A total of 2,403 UNICEF staff in country offices took the new training during 2021. The aim of the new approach is to combine and mutually reinforce the results-based management and the human rights-based approach to programming to</p>

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i>	<i>Progress</i>
	<p>ensure that programmatic results are more clearly and firmly connected to and grounded in the realization of child rights.</p> <p>23. In 2021, UNICEF began revising its country programme planning process with the aim of enhancing the efficiency and effectiveness of its programmes. The new process will improve the logic and quality of country programme development while seeking to reinforce the country office’s strategic reflection around programmatic choices. It is fostering agility and adaptability to changes in the context; and supporting harmonization between development and humanitarian analysis and planning. It will also ensure better integration of risk analysis and management throughout the process.</p> <p>24. The new country programme process also supports UNICEF offices to align their programmes to the new UNICEF Strategic Plan, 2022–2025, which is firmly anchored to the child rights agenda, and marks a strategic shift towards a deliberate focus on contributing to results at outcome level and a more pronounced focus on systemic and transformational change. Alignment with the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the national commitments towards the Sustainable Development Goals is also a critical component.</p>

II. Contributions of United Nations operational activities for development

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<p>Stresses the importance of continuing to mainstream the 2030 Agenda for Sustainable Development into the work of each entity of the United Nations development system, [...] and in this regard urges the United Nations development system to: (para. 20)</p> <ul style="list-style-type: none"> – Continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first [...]; (para. 20 (a)) 	<p>A. Importance of mainstreaming the Sustainable Development Goals into the work of UNICEF</p> <p>1. Allocating resources to reach those furthest behind</p> <p>25. Among the different types of funds UNICEF received, regular resources, non-earmarked and flexible by nature, best allowed the organization to respond to the needs of children. All UNICEF offices benefited from the allocation of regular resources, with the largest share going to programmes in least developed countries. The allocation of regular resources to country programmes follows a multi-step approach. First, a country office or country programme receives a minimum allocation of \$850,000. Second, an additional share of regular resources may be provided on the</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<ul style="list-style-type: none"> – Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets; (para. 20 (b)) – 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. 20 (c)) <p>Calls upon the United Nations development system entities to: (para. 21)</p> <ul style="list-style-type: none"> – Update and build upon their unique contributions and added value to the implementation of the 2030 Agenda for Sustainable Development in the preparation of their strategic plans and similar planning documents, [...]; (para. 21) – Elaborate on how [each entity] plans to further engage in coherent and integrated support, with a stronger focus on actions, results, coherence, progress and impact in the field [...]; (para. 21) <p>[...] Calls upon the United Nations development system entities, where appropriate at the request of national Governments, to improve their support (paras. 22, 23):</p> <ul style="list-style-type: none"> – Including through tailored and integrated support, to the building, development and strengthening of national, subnational and local institutions and capacities, to support 	<p>basis of three criteria: under-five mortality rate, child population and gross national income per capita.</p> <p>26. UNICEF also leveraged flexible thematic funds and “seven per cent funds”, which are set aside to advance the Sustainable Development Goals and were utilized to strategically cover funding gaps and catalyse innovative programming for children and women.</p> <p>2. Coherent approach to the Sustainable Development Goals</p> <p>27. The Strategic Plan, 2022–2025 focused on how UNICEF contributes to the Sustainable Development Goals through its five Goal Areas and a child-centred approach. The Goal Areas expressed the critical elements that every child needs across their life cycle, from antenatal care, through infancy, childhood and adolescence, giving priority to the most disadvantaged children. Although the Plan will end in 2025, UNICEF maintained a clear focus on the 2030 Agenda. UNICEF developed its new Strategic Plan while responding to the COVID-19 pandemic, including lessons learned from the crisis, with a strong focus on system strengthening, proving UNICEF flexibility for action, as well as its commitment to the humanitarian-development-peace nexus.</p> <p>3. UNICEF comparative advantage</p> <p>28. Collaboration with United Nations entities is a cornerstone of UNICEF work. UNICEF continues to be fully committed to enhancing the effectiveness and coherence of the United Nations development system. UNICEF is committed to the Secretary-General’s report, <i>Our Common Agenda</i>, as a United Nations system-wide vision for a new global deal in which the United Nations can act as a central agent of change for a new social contract – to give a strong impetus to the Decade of Action and beyond. Most of the 12 themes of <i>Our Common Agenda</i> are closely linked with the UNICEF mandate.</p> <p>29. To enable better, more coordinated support by the entire United Nations development system to host Governments in implementing the Sustainable Development Goals, UNICEF will contribute to the system-wide, coherent implementation of mandates, especially in areas that align with the UNICEF mandate and comparative advantages and work with other United Nations entities, notably the UNDP, the United Nations Population Fund (UNFPA), UN-Women and the United Nations Development Coordination Office, including through joint programmes, to align UNSDCF and country programme documents. Such alignment is key to</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<p>sustainable development results at the country level and to promote national ownership and leadership [...]; (para. 22)</p> <p>– Including, where appropriate, in partnership with relevant stakeholders, with regard to strengthening the mobilization of the means of implementation of the Sustainable Development Goals from all sources, [...] including through capacity-building, integrated policy advice and programmatic support, technical assistance, high-quality, timely, reliable and disaggregated data, normative support, support to national institutions, leverage partnerships and the leveraging of science, technology and innovation [...]; (para. 23).</p> <p>[...] Calls upon the entities of the United Nations development system to continue to provide evidence-based and integrated policy advice and programmatic support to help countries in the implementation of, follow-up to and reporting on the 2030 Agenda for Sustainable Development, particularly 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. 24)</p> <p>[...] requests the United Nations development system to strengthen actions to accelerate progress on poverty eradication; (para. 25)</p> <p>Requests the United Nations development system to support programme countries in implementing nationally appropriate social protection systems and measures for all, including</p>	<p>prioritizing the acceleration of results in individual outcomes with respect to related Sustainable Development Goal targets.</p> <p>30. Working within United Nations country teams within the context of the high-level Sustainable Development Goal-focused UNSDCF gives UNICEF the opportunity to elevate the level of results achieved for children within its goal framework through strengthened linkages between national development plans, strategies and budgets, and alignment with the Sustainable Development Goals. UNICEF can benefit from drawing on the expertise of non-resident United Nations entities and leveraging other entities' existing interventions.</p> <p>31. UNICEF continues to achieve efficiencies by addressing operational aspects of United Nations reform as critical facilitators for embedding child rights issues in national development agendas. The organization will continue to support the enhanced resident coordinator system and coordination structures at the headquarters, regional and country levels, and to implement the Management Accountability Framework. UNICEF will advance stronger business operations and greater efficiencies, including through the business operations strategy, common back offices, common premises and mutual recognition, and through joint United Nations tenders for procurement, where UNICEF is the lead agency for vaccines, cold-chain equipment and installation, educational items, long-lasting insecticidal nets, nutritional treatment and water, sanitation and hygiene (WASH) items.</p> <p>32. UNICEF takes forward its commitment to the programmatic component of the United Nations development system reform through a series of strategic partnerships with relevant United Nations entities, organized by their strategic contribution to Goal Area outcomes, in support of the Sustainable Development Goals and efforts by national Governments. These partnerships will focus on areas that can accelerate results and impact at a large scale, including through South-South and triangular cooperation (SSTC); leverage existing capacities and build on ongoing work with the greatest potential; yield efficiency gains and savings; maximize the convening role of national partners; and help to build systems. The outcome focus of the Strategic Plan will afford UNICEF the flexibility to partner with other United Nations entities at the country level, as needed, to advance national priorities. Results will be monitored at the local level and reported and aggregated globally through the UN INFO planning, monitoring and reporting system.</p> <p>4. Improving support to national capacities</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<p>social protection floors, and by 2030 to achieve substantial coverage of the poor and the vulnerable; (para. 26)</p> <p>Calls upon the entities of the United Nations development system, in the context of the coronavirus disease (COVID-19) pandemic: (para. 27)</p> <ul style="list-style-type: none"> – To achieve and work towards building back better and a sustainable inclusive and resilient recovery which is people-centred, gender-sensitive and respects human rights, has a particular focus on the poorest, most vulnerable and those furthest behind and protects the planet, achieves prosperity and universal health coverage by 2030; (para. 27 (a)) – To support and work with programme countries in a coherent and collaborative manner in implementing, with urgency, sustainable solutions and catalysing partnerships, leveraging digital technologies where appropriate including with financial institutions and the private sector for achieving the Sustainable Development Goals in the post-COVID-19 era; (para. 27 (b)) – To give particular attention to the specific challenges of developing countries, in particular countries in special situations; (para. 27 (c)) – To analyse the lessons learned from the response plans to the pandemic at the national, regional and global levels and to identify gaps and challenges in order to better prepare and provide assistance, upon 	<p>33. In 2021, UNICEF supported national capacity to accelerate the Sustainable Development Goals through Mainstreaming, Acceleration and Policy Support (MAPS). For instance, in the Maldives virtual mission, which was one of the final MAPS engagements, as part of an inter-agency team, UNICEF engaged with the Government and organized stakeholder consultations. To reach a wider audience, the team developed and circulated a stakeholder survey for different sectors including civil society. UNICEF co-developed the draft Maldives Sustainable Development Goals Road Map (which is still under review).</p> <p>34. UNICEF was essential in the Access to COVID-19 Tools Accelerator (ACT-A), contributing not only to the purchase and distribution of more than 1 billion doses of COVID-19 vaccines, but also to (a) support national Governments in capacity-building; (b) develop integrated policy advice and programmatic support; (c) provide technical assistance; (d) collect high-quality, timely, reliable and disaggregated data; (e) provide normative support; (f) support national institutions; and (g) leverage partnerships, science, technology and innovation.</p> <p>35. One of the new Strategic Plan, 2022–2025 core strategies is to work with national and subnational institutions through systems strengthening to leave no one behind and achieve specific results related to child protection, education, health, nutrition and water and sanitation, among others. Systems strengthening to leave no one behind entailed strengthening the components, functioning, responsiveness and accountability of systems, prioritizing the capacities of the social service workforce to better support caregivers, children, communities and parents by ensuring access to timely, quality essential services and supplies, without discrimination. UNICEF priorities in the next four years will include (a) strengthening primary health-care systems to reach more children and families, especially in fragile settings; (b) building countries' capacities to operate effective supply chains, including budgeting for preparedness to mitigate health-system shocks from emerging diseases; (c) strengthening education systems to address the global learning crisis; (d) promoting a whole-of-society approach to pandemic and epidemic preparedness; and (e) strengthening national statistical and data systems.</p> <p>5. Mainstreaming Sustainable Development Goals at country level</p> <p>36. UNICEF supported mainstreaming the Sustainable Development Goals at country level by working closely with various United Nations agencies. In 2021, the Joint MAPS Secretariat transitioned into the Integrated Policy and Practitioners' Network. UNICEF managed the Network together with UNDP, the International Labour Organization (ILO) and the Food and Agriculture Organization of the United</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<p>request, for possible related future shocks including through contingency planning, risk information and early warning systems, where appropriate; (para. 27 (d))</p> <p>[...] Calls upon all entities of the United Nations development system [...] to assist Governments [...] to respect and fulfil their human rights obligations and commitments under international law, as a critical tool to operationalize the pledge to leave no one behind; (para. 28)</p> <p>Calls upon the United Nations development system entities to (para. 29):</p> <ul style="list-style-type: none"> – Adopt and mainstream a more climate- and environment-responsive approach into their programmes and strategic plans [...]; (para. 29 (a)) – Advance the development of a system-wide approach, implement measures and report regularly to their respective governing bodies [...] on their efforts to reduce their climate and environmental footprint; ensure consistency of their operations and programmes with low emissions and climate-resilient development pathways; stressing the urgency of climate action and contribute to the post-2020 global diversity framework; (para. 29 (b)) – Fulfil their pledges made at the 2019 Climate Action Summit convened by the Secretary-General and follow up on the 2020 summit on biodiversity convened by the President of the General Assembly; (para. 29 (c)) 	<p>Nations. The updated version of the Sustainable Development Goals Acceleration Toolkit was formally launched in May 2021 with a webinar attended by more than 200 United Nations representatives and external guests. The MAPS e-course drew new registrants, with a total of more than 2,400 individuals registered from all over the globe (up from 1,500 in 2020).</p> <p>37. The UNICEF decentralized approach increased the responsibility of regional offices to support country offices in their programmatic implementation. The focus of UNICEF country programme documents (CPDs), which were derived from new UNSDCFs and approved by the UNICEF Executive Board, remained to support countries to achieve the Sustainable Development Goals.</p> <p>6. Poverty eradication</p> <p>38. Child poverty has devastating consequences for children, impacting their physical, cognitive and social development, and affecting the full range of children’s rights, and can diminish their life chances and ability to realize their full potential. Where children are in poverty, the impacts are not only on the children themselves, but reverberate outwards, with serious implications for future generations and societies. Children are significantly more likely to live in poverty than adults, meaning that early interventions and investment in children and their families are central to breaking the cycles of poverty.</p> <p>39. In 2021, UNICEF uncovered the unprecedented impact of COVID-19 on child poverty, working in partnership with the Global Coalition on Child Poverty, Save the Children and the World Bank, among others.</p> <p>40. UNICEF supported countries in the analysis and monitoring of child poverty and its prioritization in national strategies, in addition to its convening role across all country contexts. Using nationally owned measurement and routine reporting systems, countries continued to monitor child poverty, with 71 countries reporting on multidimensional child poverty and 86 countries reporting on monetary child poverty. UNICEF also supported 78 countries in building capacity on child poverty measurement and provided strong support to Governments in using child poverty measures to reduce child poverty, with 111 countries working to place child poverty at the heart of national agendas and 78 supporting the design of policies to address child poverty. Overall, 33 countries reported that measurement, analysis or advocacy led to policies and programmes that reduced child poverty.</p>

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<p>Calls upon the United Nations development system to strengthen its focus in supporting programme countries in developing national capacities for development planning, collection and analysis of data disaggregated by income, sex, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts, sectoral data development plans, implementation, reporting, monitoring and evaluation, with an emphasis on addressing the gap in data collection and analysis and the effective integration of the economic, environmental and social dimensions of sustainable development [...]; (para. 32)</p> <p>[...] calls upon the entities of the United Nations development system to share knowledge and best practices in partnership approaches with a view to improving transparency, coherence, due diligence, accountability and impact; (para. 33)</p> <p>[...] requests the United Nations development system to continue supporting programme countries to leverage robust partnerships, in accordance with national development policies, plans, priorities and needs, with a view to achieving the scale and pace of progress needed to realize the Goals by 2030; (para. 34)</p> <p>Reiterates that the entities of the United Nations development system should enhance its support to South-South and triangular cooperation [...]; (para. 35)</p> <p>Calls upon the entities of the United Nations development system to: (para. 36)</p> <ul style="list-style-type: none"> – Leverage their comparative advantages [...] to continue to enhance cooperation, 	<p>7. Social protection</p> <p>41. UNICEF maintained its extensive focus on expanding social protection for the poorest and most vulnerable in 2021. A particularly important milestone was the creation of a stand-alone Goal Area (Goal Area 5) on child poverty and social protection in the Strategic Plan, 2022–2025, representing a revamping of the UNICEF lead role in this critical area. The Goal Area included a focus on expanding coverage of social protection for children and families; working towards inclusive and equitable access to social protection particularly for girls, children with disabilities and migrant children; and strengthening the shock responsiveness of social protection systems to better respond to crises.</p> <p>42. This commitment translated into concrete action on the ground, with over 120 UNICEF country offices working on strengthening social protection systems in 2021. UNICEF-supported cash transfer programmes reached nearly 133 million children in 95 countries, including in fragile and humanitarian contexts. In addition, UNICEF support to systems strengthening led to 66 countries having strong or moderately strong social protection systems, and 17 countries with strong shock-responsive systems being ready to respond to crises. In 2021, UNICEF also scaled up gender-transformative and disability-inclusive social protection programmes: 100 countries had intentional gender objectives in their social protection work, up from 29 in 2019, and 53 countries supported Governments to make social protection systems inclusive of children with disabilities, up from 26 in 2019.</p> <p>43. UNICEF worked closely with United Nations sister agencies and international financial institutions, along with other partners, on strengthening the United Nations system’s programme support on social protection. UNICEF was a lead implementer of the Joint SDG Fund on social protection, supporting programming in 31 of the 35 countries in the programme. UNICEF was an active member of several inter-agency fora on social protection, including the Social Protection Inter-agency Cooperation Board and the Global Partnership for Universal Social Protection (USP2030), as well as co-chair of the subgroups on gender, disability, shock-responsive social protection, food systems and financing. UNICEF closely collaborated with ILO in developing the United Nations Secretary-General’s Global Accelerator on Jobs and Social Protection for Just Transitions to further accelerate social protection coverage, particularly for those most in need.</p>

collaboration and coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies, including complex emergencies, and in countries in conflict and post-conflict situations [...]; (para. 36)

- Re-emphasizes that in countries facing humanitarian emergencies, there is a need to work collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, where possible, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame, with the aim of reducing need, vulnerability and risk over time [...]; (para. 36 (a))
- Re-emphasizes that development is a central goal in itself and that in countries and in conflict and post-conflict situations the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, [...] and stresses in this regard the need to improve inter-agency coordination and synergy with the aim to maximize the sustainable impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development [...]; (para. 36 (b))
- Requests the Joint Steering Committee to Advance Humanitarian and Development Collaboration to conduct regular briefings

B. Building back better in the post-COVID-19 era

1. UNICEF response to the COVID-19 pandemic

44. From the onset of the COVID-19 pandemic, UNICEF delivered life-saving health supplies to support countries in their response. UNICEF, as the lead implementation partner of the ACT-A, engaged in an extraordinary operation at scale in six key areas: (a) in-country delivery of COVID-19 vaccines and ancillary supplies to turn vaccines into vaccination; (b) procurement of molecular diagnostic kits, tests and related technical assistance; (c) strengthening of oxygen systems; (d) novel and repurposed therapeutics; (e) procurement of personal protective equipment and supplies for front-line workers; and (f) risk communication and community engagement to promote the uptake of COVID-19 vaccines, tests and treatments.

45. By the end of January 2022, UNICEF delivered over 988 million doses of COVID-19 vaccines to 109 countries, across multiple supply sources. Further, under the global COVAX initiative, UNICEF delivered 958 million syringes and 10.2 million safety boxes to 102 countries. UNICEF has shipped more than 418 million surgical masks, more than 41,000 oxygen concentrators and 8.7 million molecular diagnostics in support of 144 countries as they respond to the pandemic. Since COVID-19 vaccines became available, UNICEF has been promoting vaccine uptake and infection prevention and control behaviours, together with Governments and communities, and with support from donors and partners around the world.

2. Resilient health systems in the post-COVID-19 era

46. The long-term impact of COVID-19 will be significant and as with any emergency, and the subsequent recovery, the ongoing response will focus on ensuring that critical windows of opportunity for the provision of health, nutrition and development services are maximized and that Governments and communities can provide solid support to service providers across sectors, as well as to front-line responders, parents and caregivers.

47. UNICEF, as a member of the World Health Organization (WHO)-coordinated Global Action Plan for Healthy Lives and Well-being for All (SDG3 GAP), shared the operational guidance for joint action based on lessons learned with all its country

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<p>with Member States on its work; (para. 36 (c))</p> <p>[...] requests relevant entities of the United Nations development system [...] to elaborate on disaster risk reduction in the common country analysis and in United Nations planning and programming documents, including the United Nations Sustainable Development Cooperation Framework [...]; (para. 37)</p> <p>Calls upon the United Nations development system to improve and ensure support and assistance to programme countries [...] in developing their national capacities to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all for sustainable development, including remote learning, and to achieve the related targets of the Sustainable Development Goals [...]; (para. 38)</p> <p>Encourages United Nations development system entities [...] to assist Governments in taking action to prevent and eliminate all forms of violence and discrimination against women and girls [...]; (para. 39)</p> <p>[...] urges the entities of the [United Nations] development system to actively engage in the process towards the Fifth United Nations Conference on the Least Developed Countries; (para. 40)</p> <p>[...] calls upon the relevant entities of the United Nations development system to ensure the mainstreaming of the SIDS Accelerated</p>	<p>offices to drive impact during recovery.³ Concrete areas for agency support were also identified in the joint letter signed by the SDG3 GAP agencies.⁴</p> <p>48. In addition, as strongly advocated by UNICEF, the zero-dose communities were recognized as the basis for identifying communities with multiple deprivations and thus identifying priority actions for delivering essential health services. Zero-dose children are defined as not having received any basic, routine vaccines. Missed communities are home to clusters of zero-dose and under-immunized children. These communities often face multiple deprivations and vulnerabilities, including lack of services, socioeconomic inequities and often gender-related barriers. UNICEF called for further investment in primary health care and in building resilient health systems, especially for the most vulnerable populations, to prevent and respond to future epidemics and pandemics.</p> <p>49. While facing profound challenges in programmes and logistics due to the COVID-19 pandemic, UNICEF continued to build back better for children and adolescents. In all its programme countries, especially in the 35 countries prioritized for intensified action on HIV programming, UNICEF provided COVID-responsive innovative programme support, including tele-case management, tele-counselling/psychosocial support, health education and social messaging using U-Report and tele-peer support.</p> <p>C. Normative support to fulfilling human rights commitments</p> <p>50. In 2021, UNICEF contributed to global child rights monitoring by bringing violations of children’s rights to the attention of United Nations human rights mechanisms, 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. UNICEF provided technical assistance to 21 country offices reporting to the Committee on the Rights of the Child as well as providing general orientation and guidance to 63 countries going through the Committee on the Elimination of Discrimination against Women, Committee on the Rights of Persons with Disabilities or universal periodic reviews. As a result, recommendations made to State parties by the various</p>

³ Available at: https://cdn.who.int/media/docs/default-source/global-action-plan/sdg3-gap-recovery-paper---november-2021---for-website-publication.pdf?sfvrsn=b0c340b1_6.

⁴ Available at: https://cdn.who.int/media/docs/default-source/global-action-plan/joint-letter-sdg3-gap-principals-to-country-teams.pdf?sfvrsn=e0f4fc61_7&download=true.

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<p>Modalities of Action (SAMOA) Pathway and issues related to small island developing States in their work [...]; (para. 41)</p> <p>Also calls upon the United Nations development system to continue to develop their support to middle-income countries facing specific challenges in all their diversity [...] and invites the United Nations Sustainable Development Group, under the leadership of the Secretary-General, to develop a joint framework of collaboration with multilateral development banks to improve synergies at the regional and country levels, including specific attention to middle-income countries, as set out in the Secretary-General’s road map for financing the 2030 Agenda for Sustainable Development, 2019–2021; (para. 44)</p> <p>[...] encourages the United Nations development system, in partnership with Member States, civil society and the private sector, to [...] promote the conducive environment for volunteerism and volunteers to enhance the sustainability of development results; (para. 45)</p>	<p>mechanisms formed a solid normative base for improving the lives of children and reinforcing States’ accountability in the countries concerned.</p> <p>51. UNICEF amplified global and national child rights advocacy by pursuing its engagement with the Human Rights Council, the Third Committee of the General Assembly, the inter-agency working group on the Secretary-General’s Call to Action on Human Rights, the Inter-agency Support Group on Indigenous Issues, the Secretary-General’s Task Team for the Strategy and Guidance on Countering Violence and Discrimination against LGBTIQ+ People, the United Nations Network on Racial Discrimination and Protection of Minorities, and the United Nations Working Group on Hate Speech, as well as by being part of the Steering Committee of the UNSDG-Human Rights Mainstreaming Multi-Donor Trust Fund.</p> <p>52. In 2021, UNICEF also developed a video animation titled “We All Have Rights”,⁵ explaining child rights to children aged 3 to 6 years, building on the success of the child-friendly Convention on the Rights of the Child text and icons.⁶</p> <p>D. Climate- and environment-responsive approach</p> <p>53. UNICEF progressively mainstreamed and elevated action on climate change and environmental degradation to a cross-cutting priority in its new Strategic Plan, 2022–2025. In its previous Strategic Plan, 2018–2021, UNICEF supported 81 countries in implementing child-inclusive programmes that fostered climate resilience and low carbon development, and 83 countries in developing child-sensitive national climate change plans. Within UNICEF global programmes, 55 countries were supported to deliver climate-resilient WASH services, 71 countries were supported in children’s environmental health interventions, and nearly 700,000 adolescents were supported in engaging in climate and environmental action.</p> <p>54. In the new Strategic Plan, 2022–2025, climate, energy and environment, and disaster risk reduction were included as two cross-cutting priorities embedded within each Goal Area, as well as having a dedicated result area in Goal Area 4. Across the Goal Areas, dedicated results were identified based upon focused interventions where UNICEF demonstrated its ability to deliver at scale, while the dedicated result area within Goal Area 4 tracked the broader outcome of child-friendly climate, environment and disaster risk reduction government policies as well as UNICEF implementation of child-sensitive programming, strengthening of systems for disaster</p>

⁵ Available at: www.youtube.com/watch?v=6F7ie1Z07aM&t=2s.

⁶ Available at: www.unicef.org/child-rights-convention/convention-text-childrens-version.

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>preparedness and, critically, UNICEF support to young people as climate and environmental champions.</p> <p>55. The Strategic Plan, 2022–2025 recognized the criticality of UNICEF using its global voice and communication channels to urgently call for climate action to ensure that children inherit a sustainable planet. Climate change was identified as one of four global advocacy priorities with its own target in the new Strategic Plan. Regarding UNICEF operations and supply chain, the Plan also included an explicit target to reduce carbon emissions year-on-year, in congruence with the Secretary-General’s call for a net-zero United Nations system. Environmental sustainability was included as a criterion by UNICEF Supply Division in tendering processes and UNICEF adopted a new target to mainstream climate and environmental action as part of all interventions through the corporate implementation of Environmental and Social Standards.</p> <p>E. Strengthening of data and statistical capacity</p> <p>56. UNICEF is a member of the Committee of Chief Statisticians of the United Nations, which brings together all data leaders in the United Nations system to support statistical capacity development globally, through tools, strategies and capacity-strengthening activities. The Committee focused on supporting the United Nations Data Strategy roll-out, modernizing the United Nations Statistical System, and contributing to system-wide thinking on data governance and measurement issues.</p> <p>57. While supporting these United Nations-wide statistical activities, UNICEF went above and beyond by continuing to support countries as they use modern household-survey instruments to collect vital Sustainable Development Goals indicator data, develop and strengthen administrative data systems for policy and programme monitoring and adjustment, make full use of “frontier data” (i.e., big data (social media streams, web searches, mobile phone call data records), remote sensing (satellite and drone images) and e-government data), as well as the necessary tools to analyse them, to give insights and information otherwise not available, and support e-data collection at community level for local analysis and use for action.</p> <p>58. As the custodian of 19 Sustainable Development Goals indicators, UNICEF engaged countries in both developing measurement methodologies and implementing those methodologies to be able to monitor those Goals in fully disaggregated form.</p> <p>59. UNICEF supported the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island</p>

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	<p>Developing States (SIDS) by providing available data on children and analysis of systems for data strengthening, with the aim to accelerate development in these contexts. The support provided ranged from inter-agency initiatives to identifying statistical and data gaps in SIDS supported by United Nations multi-country offices, to Household Multiple Indicator Cluster Surveys in several countries.</p> <p>F. Sharing knowledge and best practices</p> <p>60. In 2021, UNICEF in collaboration with UNFPA, the United Nations High Commissioner for Refugees, the World Food Programme (WFP) and the United Nations Secretariat, posted civil society partnership opportunities through the United Nations Partner Portal,⁷ thus promoting greater transparency and partnership diversification and localization. As of the end of 2021, more than 20,000 civil society organizations had registered on the Portal, representing a 40 per cent increase from the previous year. The Portal promoted greater inter-agency harmonization as well as efficiency gains in partnership due diligence. For instance, one United Nations entity could grant the verified status to civil society partners, making the information available to all other entities and avoiding duplication of work. The contributions of the United Nations Partner Portal to improved partnership approaches were further discussed in the 2021 Report of the Joint Inspection Unit on the review of the management of implementing partners in United Nations system organizations.⁸</p> <p>61. In 2021, UNICEF supported programme countries to leverage partnerships, with both the number and financial volume of transfers to partners reaching record highs. In 2021, UNICEF transferred \$2.4 billion to implementing partners, which represented an increase of 11 per cent compared with 2020. In addition, there was a 21 per cent increase from 2020 to 2021 in the volume of transfers to national non-governmental organizations, in line with UNICEF commitment to localization. UNICEF diversified its partner portfolio, partnering with more than 500 new civil society organizations for the first time in 2021. This could be attributed to continuous UNICEF efforts to identify new partners using the United Nations Partner Portal⁹ and to simplify partnership processes, making them more accessible for the diverse range of partners needed to realize the 2030 Agenda.</p>

⁷ See www.unpartnerportal.org.

⁸ Available at: www.unjuu.org/sites/www.unjuu.org/files/jiu_rep_2021_4_english.pdf.

⁹ See www.unpartnerportal.org.

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	<p data-bbox="850 248 1537 280">G. Strategic focus on South-South cooperation</p> <p data-bbox="850 313 1824 435">62. In 2021, UNICEF supported SSTC to accelerate transfer of development solutions, good practices and lessons learned, and in line with the United Nations system-wide strategy on SSTC, strengthened partnerships with other United Nations agencies for shared Sustainable Development Goals.</p> <p data-bbox="850 456 1824 735">63. UNICEF strengthened its partnership with the Pan American Health Organization, UNFPA and the United Nations Office for South-South Cooperation in promoting SSTC for health (Sustainable Development Goal 3). In March 2021, the agencies jointly organized a side-event at the twelfth High-level Forum of Directors General for Development Cooperation on the role of SSTC in sustaining primary health care, reproductive, maternal, newborn and child health, and universal health coverage in the context of COVID-19. The global discussion provided a platform to follow up on the Forum conclusions and explored ways to support the delivery of essential health services during and after the pandemic.</p> <p data-bbox="850 756 1824 1003">64. In July 2021, UNICEF, in partnership with the Pan American Health Organization, WHO and the International Policy Centre for Inclusive Growth, organized a global dialogue on Leveraging SSTC in Advancing Child and Adolescent Mental Health in the context of COVID-19. The event provided an updated review on the challenges and opportunities for countries in sustaining delivery of child and adolescent mental health services in response to the COVID-19 pandemic. Representatives from the Governments of Argentina, China and the Islamic Republic of Iran shared their experiences and lessons learned with other developing countries.</p> <p data-bbox="850 1024 1824 1211">65. In November 2021, the United Nations Educational, Scientific and Cultural Organization and UNICEF jointly promoted SSTC for Sustainable Development Goal 4 through a global knowledge sharing event on reimagining education and leveraging SSTC in transforming education systems, showcasing experiences from Morocco, South Africa, the Korea International Cooperation Agency and the Imaginecole initiative in West Africa.</p> <p data-bbox="850 1232 1824 1325">66. In 2021, SSTC was included in 75 out of 128 CPDs, and 64 per cent of the 128 field offices reported supporting SSTC activities in the country office annual report, up from 59 per cent in 2020.</p> <p data-bbox="850 1346 1824 1438">67. A two-year trilateral South-South cooperation initiative between Angola, Brazil and UNICEF focusing on Sustainable Development Goal 6 was sealed in 2021, building on negotiations in 2020, with funding from India, Brazil and the South Africa</p>

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	<p>Facility for Poverty and Hunger Alleviation. The initiative will promote innovative and cost-effective solutions for improved urban and peri-urban sanitation and waste management in Luanda, Angola, with the potential to create income sources for youth and women. Implementation will commence in the first trimester of 2022.</p> <p>68. In the period 2021–2022, UNICEF Brazil and the Brazilian Cooperation Agency developed and improved programming tools for South-South cooperation, which built on South-South cooperation and child rights principles, with an emphasis on results-based management and in line with the Sustainable Development Goals. The work first entailed the development of a prototype, followed by the current fully operational monitoring, evaluation and learning system for UNICEF Brazil’s trilateral South-South cooperation programme in 2021. As of March 2022, UNICEF Brazil was implementing the management response to the evaluation conducted in 2019.</p> <p>69. UNICEF China strengthened SSTC efforts in 2021 and was granted \$800,000 by the Chinese Ministry of Commerce for a triangular cooperation project on oxygen supplies to support the COVID-19 response and recovery and maternal and child health service in Ethiopia. UNICEF China worked closely with regional and country offices to ensure smooth implementation of 17 South-South Cooperation Assistance Fund projects funded by the China International Development Cooperation Agency and two triangular projects funded by the Ministry of Commerce, totalling \$20.6 million in 17 countries in Africa and Asia, which helped prevent additional preventable maternal and child deaths and improved early childhood development during COVID-19, reaching over 12 million beneficiaries. Maternal, newborn and child health online trainings were delivered by the International Health Exchange and Cooperation Centre and the National Health Commission of China to 138 registers from eight African countries. Nine capacity-building and knowledge exchange sessions were completed.</p> <p>70. At global level, in 2021 UNICEF launched the development of a global technical assistance facility to facilitate the matchmaking of demand and supply of technical assistance between countries of the global South. For example, the facility connected Chad with UNICEF regional offices on capacity development support for a multidimensional poverty analysis. Additionally, two joint SSTC publications were produced in collaboration with the United Nations Office for South-South Cooperation, documenting good practices from China, Pacific islands countries, South Sudan and Thailand.</p>

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	<p data-bbox="850 248 1816 316">H. Enhancing coordination across development, humanitarian and peacebuilding efforts</p> <p data-bbox="850 345 1816 787">71. In line with General Assembly resolution 75/233 on the 2020 QCPR, which called for greater cooperation, coordination and complementarity among development, humanitarian and peace programming, UNICEF undertook organization-wide efforts to systematically improve the coherence and complementarity between its humanitarian response and support to sustainable development, enhancing its contributions to peacebuilding and sustaining peace, and made significant advances in its approach to the humanitarian, development and peace nexus. The UNICEF Strategic Plan, 2022–2025 and the organization-wide roll-out of the new policy and framework for humanitarian action (i.e., the Core Commitments for Children in Humanitarian Action) both outlined the UNICEF approach to operationalize the humanitarian-development-peace nexus and provided solid foundations to guide the organization to implement programmes that reduce needs, vulnerabilities and risk and contribute to prevent crises and conflicts, particularly in fragile and conflict-affected situations.</p> <p data-bbox="850 808 1816 1218">72. For the first time, UNICEF explicitly identified peacebuilding as a cross-cutting priority in the new Strategic Plan, articulating the UNICEF mandate and contributions to peacebuilding and sustaining peace in line with national ownership and priorities. In 2021, 75 UNICEF country offices across all seven regions reported implementing sectoral and multisectoral programmes with the deliberate goal to use child-centred social services to bridge community and intergenerational divides, reduce social tensions and address the root causes of conflicts. Moreover, in 2021, UNICEF expanded its collaboration with the Secretary-General's Peacebuilding Fund, implementing 49 joint projects with United Nations entities in 27 countries. In addition, 51 per cent of UNICEF country offices met organizational benchmarks for implementing risk-informed programming, approaching the 55 per cent target set in the Strategic Plan, 2018–2021 for 2021, noting that considerable and steady progress was achieved from the 2016 baseline of 16 per cent.</p> <p data-bbox="850 1239 1816 1360">73. UNICEF designed and started to implement its organization-wide management response to address the recommendations of the formative evaluation of UNICEF work to link humanitarian and development programming, presented to the Executive Board at the second regular session of 2021. This included:</p> <p data-bbox="909 1382 1816 1442">(a) formulating new programme policies, procedures and guidance that stated the requirement for coherent and complementary approaches to humanitarian and</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>development programming and their contribution to peacebuilding and sustaining peace;</p> <p>(b) strengthening the overall approach of UNICEF to the humanitarian-development-peace nexus, including adapting planning, reporting, monitoring, financial and human resources systems and management structures to effectively support nexus approaches;</p> <p>(c) establishing a cross-divisional and cross-regional task team to the nexus between humanitarian and development programming and contributions to social cohesion and peace to drive forward the agenda and deliver on commitments made in response to the findings and recommendations of the formative evaluation of UNICEF work to link humanitarian and development programming.</p> <p>74. At inter-agency level, UNICEF engaged in joint country support, advocacy and development of guidance and tools. UNICEF ensured a proactive and substantive contribution to inter-agency fora such as the Inter-agency Standing Committee (IASC) and the Joint Steering Committee to Advance Humanitarian and Development Collaboration, the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, and United Nations Peacebuilding Strategy Group contributing to advancing humanitarian and development collaboration.</p> <p>75. As an adhering agency to the Recommendation on the Humanitarian-Development-Peace Nexus adopted by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), UNICEF worked to operationalize the recommendation with other adherents (United Nations and DAC members). Developed and delivered as a common good, a United Nations Nexus Academy was piloted in 2021 to meet future demand for experienced staff on nexus approaches.</p> <p>I. Disaster risk reduction in planning and programming</p> <p>76. In 2021 UNICEF, together with agencies of the United Nations Disaster Risk Reduction Focal Points Group, supported the development and roll out of the training of trainers on Integrating Disaster Risk Reduction and Climate Change Adaptation in the UNSDCFs and Common Country Analysis.</p> <p>77. UNICEF is the lead agency for disaster risk reduction in several important sectors, including education, child protection, nutrition and WASH, with significant co-leadership and contributions in shock-responsive social protection and health.</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>UNICEF is also the lead agency for child-centred and youth focused disaster risk reduction and participates in key multi-agency partnerships, including the Capacity for Disaster Reduction Initiative, which brings together entire UNCTs in support of governments on disaster risk reduction and climate change adaptation.</p> <p>J. Education</p> <p>78. Evidence of the detrimental impacts of school closures on children’s learning offered a harrowing reality: learning losses were substantial, with the most marginalized children and youth often disproportionately affected. The global learning crisis grew even more than previously feared. In low- and middle-income countries, the share of children living in learning poverty¹⁰ – already over 50 per cent before the pandemic – will rise sharply by 2030, potentially up to 70 per cent, given the long school closures and the varying quality and effectiveness of remote learning.¹¹ In 2021, school closures caused more than just disruption of education and a significant learning loss: nearly 370 million children in 150 countries missed out on school meals due to school closures.¹² Ten million more girls are at risk of child marriage between 2020 and 2030 than previously estimated, and 9 million more children are at risk of being pushed into child labour by the end of 2022. This generation of students now risks losing \$17 trillion in lifetime earnings in present value as a result of school closures, or the equivalent of 14 per cent of today’s global gross domestic product, far more than the \$10 trillion estimated in 2020.</p> <p>79. Despite the challenges, significant efforts were made to support countries and strengthen national capacities to ensure continuity of learning for all children and youth, and recovery of the learning loss during school interruptions, including by leveraging technology to mitigate the impact of the pandemic on children’s learning. A series of joint United Nations initiatives to protect and promote education were pursued, such as joint United Nations guidelines and frameworks on safe school reopening, joint surveys on national education response to COVID-19 school closures and the joint launch by the United Nations Educational, Scientific and Cultural Organization, UNICEF and the World Bank of the Mission: Recovering Education, focusing on safe return to schools for all learners, mitigating learning losses, and</p>

¹⁰ The World Bank defines learning poverty rate as the percentage of 10-year-old children who cannot read and understand a simple story, by 2030. For more details, see: www.worldbank.org/en/topic/education/brief/what-is-learning-poverty.

¹¹ UNICEF, “The State of the Global Education Crisis: a path to recovery”, 2020.

¹² Joao Pedro Wagner De Azevedo, and others, “Learning Poverty Updates and Revisions: What’s New? Learning Poverty Monitoring Series, No. 1”, World Bank, Washington, D.C, 2021. Available at: <https://openknowledge.worldbank.org/handle/10986/36082>.

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>supporting teachers and digital learning. In 2021, UNICEF spent \$802 million across 147 countries to support programmes on equitable access to education. As a result, 48.6 million out-of-school children accessed education (50 per cent girls), bringing the total number to 149 million since 2016. Among them, 6.4 million (48 per cent girls) were on the move and 31.7 million were in humanitarian settings. UNICEF support to strengthen education systems led to 43 per cent of supported countries having equitable education systems for access¹³ and 38 per cent having gender-responsive education systems for access.</p> <p>80. In 2021, UNICEF spent \$308 million across 144 countries to improve learning outcomes. As a result, 42 million children (18.1 million in humanitarian settings) received learning materials, bringing the total since 2016 to 137 million children, in addition to 85,586 school management committees or similar bodies that received training. Moreover, 45 per cent of supported countries had gender-responsive teaching and learning education systems.</p> <p>81. In 2021, UNICEF spent \$80 million in 116 countries in support of skills development programmes benefiting 33 million children (51 per cent girls, 1.7 million in humanitarian settings). As a result, 28 per cent of UNICEF-supported countries had system-institutionalized gender-equitable skills for learning, personal empowerment, active citizenship and/or employability.</p> <p>82. Out of the 62 million children targeted in the Humanitarian Action for Children appeal in 2021, 31.7 million children (50 per cent girls) were reached. In addition to responding to the global COVID-19 pandemic, UNICEF negotiated with parties to conflict and armed groups to protect education from attacks and to encourage the endorsement and implementation of the Safe Schools Declaration.</p> <p>K. Taking action to prevent and eliminate all forms of violence and discrimination against women and girls</p> <p>83. The COVID-19 pandemic reinforced the need for increased investment in multisectoral services to prevent and respond to violence against girls and women. The demands were considerable and more urgent than ever, requiring concrete actions to improve response and support for survivors, and accountability for perpetrators; to address the ever-escalating risks in the digital environment; to ensure schools are safe and protective for girls; and to scale up evidence-based violence prevention</p>

¹³ Four dimensions are used to define an equitable education system: inclusive education; education sector strategies/plans to address inequities in education; resilience and emergency preparedness; and data quality and timeliness.

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>interventions. In 2021, UNICEF reached 4.4 million children experiencing violence with health, justice and social welfare services in 129 countries (53 per cent girls, 47 per cent boys).</p> <p>84. Strategic partnerships with coordinated interventions and targeted, large-scale investments remained instrumental. UNICEF implemented Spotlight Initiative interventions in 27 countries (up from 13 in 2019) and across three regional programmes (Africa, the Caribbean and the Pacific).</p> <p>85. Outcomes around the reporting of violence remained stagnant, pointing to persistent gaps in law enforcement and justice systems, and underlying barriers associated with deep-rooted social norms that condone or tolerate gender-based violence. Adolescent girls in particular remained a high-risk group. In 20 UNICEF programme countries with available data, only 4 per cent of adolescent girls who experienced sexual violence sought help from a professional. Related to this context, the protective role of schools was brought to the fore during the COVID-19 pandemic.</p> <p>86. The UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation (FGM) entered its fourth phase, with a stronger focus on promoting girls' agency and building strategic partnerships to drive innovation and collaboration. UNICEF and partners in 2021 supported the development of national strategies to end FGM, including in Burkina Faso, Egypt, Ethiopia, Mauritania, Nigeria, Somalia and Sudan. More than 10 million people participated in education, communication discussions and social mobilization platforms supported by UNICEF to promote the elimination of FGM across 18 countries in 2021, and close to 2,900 communities involving over 3.1 million people made public declarations to abandon the practice.</p> <p>87. UNICEF was at the forefront of responding to crises, including COVID-19, and its impact on the safety and security of girls and women. Ninety-eight per cent of all UNICEF Humanitarian Appeals for Children in 2021 had a specific gender-based violence in emergencies indicator and funding ask, testament to the life-saving urgency of this area of work. In 2021, 85 countries reported working on the issue of gender-based violence in emergencies, with 11.4 million people benefiting from UNICEF programmes.</p> <p>88. UNICEF partnered with Finland, the United States and the Open Society Foundation to develop the Virtual Safe Spaces for Girls and Women as a high-tech solution to gender-based violence in emergencies. As part of Generation Equality, this five-year project puts girls and women at the heart of solutions to address the violence they face throughout their lifecycle. The first countries to host the safe spaces will be</p>

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Ecuador and Iraq, followed by Afghanistan and Venezuela. As the agency leading the global inter-agency roll-out of the IASC guidelines for integrating gender-based violence interventions in humanitarian action, UNICEF ensured risk mitigation is embedded within its sectoral work as well as within the clusters it leads.

89. Building on its extensive, evidence-based efforts and strong partnerships in this area, the new UNICEF Child Protection Strategy, the Gender Action Plan, 2022–2025 and the Strategic Plan, 2022–2025 saw the organization shifting towards an expanded, transformative approach to ending violence against women and children, addressing its root causes – including discriminatory structures, legal frameworks and social norms – through multisectoral and survivor-centred strategies across all Goal Areas.

90. UNICEF evidence functions – including the Office of Research-Innocenti, Data and Analytics and Evaluation Office – were instrumental in generating the knowledge needed to support this shift, which was laid out in the discussion paper “Gender Dimensions of Violence against Children and Adolescents”.

L. Collaboration with multilateral development banks

91. In recent years, UNICEF significantly expanded its collaboration with multilateral development bank (MDB) partners based on the respective comparative advantages. UNICEF programmatic expertise and in-country footprints offered MDBs specialist technical support and capacity-building with host government partners for project development and implementation.

92. Globally, UNICEF engaged in tripartite collaboration with governments and MDBs to leverage MDB resources and technical expertise in support of the 2030 Agenda for Sustainable Development. UNICEF regularly collaborated with governments and MDBs on needs assessments, as well as project design, planning and implementation to achieve shared development priorities. In fragile, conflict and violence-affected settings, UNICEF was a trusted and credible partner for implementing programmes across the humanitarian development peace nexus.

93. In response to the COVID-19 pandemic, UNICEF scaled up its partnerships with the full spectrum of MDBs. This multilayered collaboration included procuring life-saving supplies such as COVID-19 vaccines, diagnostics and therapeutics; strengthening health systems, social protection and WASH; and improving access to quality education, remote learning and connectivity.

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>94. UNICEF and MDBs engaged in several high-level technical consultations on education, health, social protection and WASH as part of the efforts to fight the pandemic. In addition, two UNICEF-WHO-GAVI COVAX International Finance Institutions Round Tables were convened, attended by 10 leading MDBs.</p> <p>95. UNICEF collaboration with MDBs was rooted in strategic partnership frameworks and joint action plans that identify key opportunities for cooperation, which in turn influenced significant MDB financing for the benefit of children and their families. UNICEF partnerships with MDBs seek to transition from transactional engagement to longer-term joint collaborative initiatives.</p> <p>M. Promote the conducive environment for volunteerism and volunteers</p> <p>96. Based on the success of the Global Volunteer Initiative programme launched in 2018, UNICEF recognized volunteers' unique ability to deliver the scale, access and reach that are essential for protecting children, caregivers, communities and the most vulnerable. In addition, these volunteers were on the ground before, during and after emergencies – helping to ensure sustainability of development results. Consequently, UNICEF committed in its Strategic Plan, 2022–2025 to scale up its volunteer engagement, focusing on country-level constituencies of youth volunteers, as part of a people-centred vision of development that highlights the importance of local actors, building ownership of development outcomes and enhancing social solidarity, social capital and social inclusion.</p> <p>97. In 2021, 138 UNICEF country offices and National Committees worked with a base of approximately 12.6 million volunteers, 96 per cent of which were 24 years old and under, marking an increase of 3 million from the previous year. By providing strategic advice, human-centred design planning processes, collaborative online platforms and access to volunteer networks, UNICEF offices enabled these volunteers to contribute significantly to development results across programme areas, ranging from helping millions of people receive vaccines and providing children with access to education opportunities and mental health services, to advocating for clean air and campaigning against and reporting incidents of child marriage and domestic violence, among others. Several country offices worked to update national volunteering laws and youth policies and campaigned to create or strengthen the culture of volunteering in their countries.</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	98. Through the experience of volunteering, young people built essential skills including communication, critical thinking, problem-solving and teamwork, while building adaptability, resilience, social capital and a sense of civic responsibility.

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

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
<p>[...] calls upon United Nations funds, programmes and specialized agencies to publish timely, harmonized and verifiable data on funding flows as well as to continue enhancing the visibility of contributors at all levels, including by making information on providers of flexible global funding available to the country representatives of the respective funds, programmes and specialized agencies; (para. 50)</p> <p>Urges the entities of the United Nations development system to: (paras. 55, 56)</p> <ul style="list-style-type: none"> – continue enhancing the transparency and accountability of inter-agency pooled funding mechanisms, as well as to continue developing well-designed pooled funds, as a complement to agency-specific funds, that reflect and support common objectives and cross-cutting issues for United Nations funds, programmes and specialized agencies [...]; (para. 55) – [...] enhance their participation, where appropriate, in such funding mechanisms; (para. 55) – [...] continue taking concrete steps to address on a continuous basis the decline 	<p>A. Timely, harmonized and verifiable data on funding flows</p> <p>1. Transparency, including through the International Aid Transparency Initiative</p> <p>99. UNICEF played a key role in the discourse on transparency within the United Nations system and at global level. As a Board member of the International Aid Transparency Initiative (IATI), UNICEF played an instrumental role in the establishment of IATI’s new five-year Strategic Plan, 2020–2025 and in the negotiations on reforming its institutional arrangements. Within the United Nations system, UNICEF jointly with UNDP led efforts to re-establish a United Nations Transparency Task Force. The Task Force, which meets biannually, is an inter-agency effort of more than 30 United Nations entities interested in increasing the transparency of their development cooperation resources. The Task Force focused on tangible actions to improve system-wide transparency such as standardizing language and definitions across the United Nations system in regard to transparency reporting as well as, as one of its key priorities, reducing the duplication of reporting (e.g., reporting to IATI, the OECD-DAC bodies, UN Data Cube, the United Nations System Chief Executives Board for Coordination).</p> <p>100. Within UNICEF, a more appropriate use of IATI data led to efficiency gains and a reduced reporting burden, as well as tracking of results and funds for better informed decision-making, for instance in the case of COVID-19 reporting, and to addressing donor requests related to IATI reporting requirements. In 2021, UNICEF maintained its position as one of few organizations publishing the most comprehensive data in compliance with the IATI Common Standard¹⁴ and further improved on its commitment to transparency and accurate reporting on humanitarian financing,</p>

¹⁴ See http://publishingstats.iatistandard.org/summary_stats.html.

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
<p>of the share of core contributions and the growing imbalance between core and non-core resources, including by, but not limited to (para. 56):</p> <ul style="list-style-type: none"> • Exploring options on how to incentivize donor countries, other countries in a position to do so and other contributors to ensure an adequate and predictable level of core and non-core funding on a multi-year basis, including enhancing reporting and demonstration of programme results; (para. 56 (a)) • Identifying, in the context of integrated results and resources frameworks, the level of resources adequate to produce the results expected in their strategic plans, including administrative, management and programme support costs; (para. 56 (b)) • 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. 56 (c)) <p>[...] reiterates its request to the United Nations development system to analyse and explore in a collaborative manner options for harmonized cost-recovery policies, based on common cost classification and cost-recovery methodologies, noting in this regard the good practice established through the common cost-recovery policy of the United Nations</p>	<p>through the Office for the Coordination of Humanitarian Affairs Financial Tracking System and other real-time external platforms. In particular, the global humanitarian thematic funding live platform reported the latest allocation data with the list of major donors who contributed to flexible humanitarian funding through the Global Humanitarian Thematic Fund. In addition, UNICEF started publishing humanitarian data on its transparency portal,¹⁵ including a dedicated humanitarian page¹⁶ detailing the humanitarian expense, emergency levels and Humanitarian Action for Children appeals by country and year.</p> <p>2. Timely, harmonized and verifiable data on funding flows</p> <p>101. In addition to IATI, UNICEF fully complied with and published funding flow information under the United Nations Data Cube standard.¹⁷ The information was published by date, United Nations function, geographical location and Sustainable Development Goal for all expenses incurred. Revenue was reported by type of financing instrument and by contributor in line with the standards.</p> <p>102. UNICEF, in line with the United Nations system entities, prepared its annual financial statements under International Public Sector Accounting Standards. The financial statements provided information by nature and by UNICEF segments. All revenue and expense information were verifiable against the audited financial statements.</p> <p>3. Flexible funding</p> <p>103. In addition to the IATI dashboard and the Office for the Coordination of Humanitarian Affairs Financial Tracking System, UNICEF published annually the lists of contributors to core funding (or regular resources) in the Core Resources for Results Report, as well as an analysis of contributions from public and private sector in the Funding Compendium. UNICEF provided visibility to top donors of flexible funds (including core and thematic funding) in the structured dialogue on financing the results of the UNICEF Strategic Plan presented at the second regular session of the UNICEF Executive Board.</p> <p>104. In 2021, UNICEF income trends reflect increasing earmarking and decreasing flexibility and predictability of funding, despite Member States' commitments to the</p>

¹⁵ See <https://open.unicef.org>.

¹⁶ See <https://open.unicef.org/program-fund-humanitarian>.

¹⁷ See <https://unsdg.un.org/resources/data-standards-united-nations-system-wide-reporting-financial-data>.

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
<p>Development Programme, the United Nations Population Fund, the United Nations Children’s Fund and UN-Women, as adopted by their respective Executive Boards in 2020 [...]; (para. 57)</p> <p>Urges the United Nations funds, programmes and specialized agencies to mobilize resources for their operational activities for development to complement core resources by encouraging flexible, adequate, predictable and less earmarked funding, including through well-designed, transparent and accountable funding mechanisms at all levels, including at country level; (para. 59)</p> <p>Urges the entities of the United Nations development system to (paras. 61, 62)</p> <ul style="list-style-type: none"> – Further explore and implement innovative funding approaches to catalyse additional resources for sustainable development [...]; (para. 61) – [...] share knowledge and best practices on ways to incentivize innovative funding, taking into account the experiences of other multilateral institutions, and to include this information in their regular financial reporting; (para. 61) – [...] further explore financing strategies for the Sustainable Development Goals, including through innovative financing and blended finance, to respond to the unique situation of countries, especially those with special needs, and to share best practices in this regard; (para. 62) <p>[...] urges the United Nations development system to continue to prioritize allocations to least developed countries, while reaffirming that the</p>	<p>United Nations development system reform and the Funding Compact. The COVID-19 pandemic has highlighted the urgency to accelerate progress to meet Funding Compact commitments to reach 30 per cent of core resources, to double the share of thematic contributions in total non-core resources and to increase multi-year funding.</p> <p>105. Acceleration of flexible funding resource mobilization was a UNICEF-wide priority with a focus on advocacy, donor partners’ visibility, enhancement of thematic windows and improved reporting.</p> <p>4. Diversification of donor base</p> <p>106. UNICEF diversified its funding base, and while the private sector accounted for nearly 25 per cent of UNICEF’s total income (on average over the past 6 years), over 50 per cent of flexible funding (regular and thematic resources) was generated by 33 UNICEF National Committees and 20 country offices through private sector fundraising. A total of 9.3 million individual givers around the world constituted the largest group of donors for flexible resources, which demonstrated the general public’s commitment and support across the world for the UNICEF mandate and work. This constituted a very solid basis on which to build and increase regular resources, thematic and multi-year contributions from the public sector.</p> <p>5. Enhancing pooled funding</p> <p>107. In 2021, UNICEF worked on the assessment exercise on joint United Nations interventions that involved multiple surveys, focus group discussions and verification exercises with United Nations sister agencies, donor partners, selected Resident Coordinator’s Offices, DCO and its offices at headquarters and regional levels. Outcomes of the assessment exercise pertained to policy, programme, partnerships, resource mobilization and operational aspects of the various inter-agency instruments for programmes (i.e., joint programmes, pooled funds and others).</p> <p>108. UNICEF participated in the design of the Funding Compact common management feature survey organized by the UNSDG Fiduciary Management Oversight Group to assess the quality of pooled funds. In addition, UNICEF provided technical guidance on future improvements required as well as identification of capacity-building needs across the different United Nations agencies and countries to enhance the relevance of the survey.</p> <p>109. UNICEF is a member of the Joint SDG Fund steering committee and engaged across the different regions delivering programmes on social protection and</p>

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
<p>least developed countries, as the most vulnerable group of countries, need enhanced support to overcome structural challenges that they face in implementing the 2030 Agenda for Sustainable Development, (para. 64)</p> <p>[...] requests the United Nations development system to provide assistance to graduating countries in the formulation and implementation of their national transition strategies and to consider country-specific support for graduated countries for a fixed period of time and in a predictable manner; (para. 64)</p> <p>Urges the entities of the United Nations development system [...] to align their next integrated budgets with the present resolution and in that context to further improve the functioning and effectiveness of the structured dialogues on how to fund the development results agreed in the strategic plans including through the implementation of the Funding Compact commitments; (para. 65)</p>	<p>Sustainable Development Goal financing. In over 30 countries, the Fund helped UNICEF bring catalytic change to the social protection systems for children, making these systems more universal, inclusive, gender responsive and transformative. Under the Sustainable Development Goal financing component, UNICEF scaled up its work on public finance in 43 countries, enabling UNICEF to develop Integrated National Financing Frameworks and COVID-19 recovery plans, direct more finance towards key Sustainable Development Goals for children, link budget resources to better performance and child outcomes and, in some countries, develop catalytic municipal Sustainable Development Goal bonds as a new source of financing at the local level.</p> <p>110. UNICEF contributed to the repositioning exercise of the Joint SDG Fund by providing advocacy support and mobilizing technical experts on social protection, Sustainable Development Goal financing, migration, digital solutions, nutrition and emergency to support the Fund, including drafting a position paper on its added value.</p> <p>111. UNICEF delivered programmes funded through the major global funds as well as multi-partner trust funds, including standalone joint programmes supported with public sector partners. As a result, in 2021, 87 per cent of UNICEF offices delivered joint programmes with other United Nations agencies, surpassing the 74 per cent target. UNICEF increasingly delivered not only its cross-cutting, but also its programmatic Strategic Plan priorities in collaboration with other United Nations agencies.</p> <p>6. Harmonized cost-recovery policies</p> <p>112. Following the presentation of the joint comprehensive proposal on the cost-recovery policy (DP/FPA-ICEF-UNW/2020/1) at the second regular session of 2020 of the Executive Board, UNICEF regularly reported on cost-recovery in relevant Executive Board documents in 2021, including information on waivers, effective cost-recovery rate and impact of differentiated rates, in the annex to the annual report for 2020 of the Executive Director of UNICEF (UNICEF/2021/EB/6). Financial reporting for the year 2021 was included in the documentation presented at the 2022 annual session.</p> <p>113. UNICEF worked on a cost-recovery policy in collaboration with UNDP, UNFPA and UN-Women, leading to further cost-classification harmonization. Based on the joint proposal presented to the respective Executive Boards in September 2020, the approved joint comprehensive cost-recovery policy, which included cost-classification categories, methodology and rates, entered into force on 1 January 2022. UNICEF, in collaboration with UNDP, UNFPA and UN-Women, will provide</p>

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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.

7. Addressing the decline of core contributions and the imbalance between core and non-core resources

114. 2021 was a strong year for UNICEF, with total revenue of \$8.29 billion from the public and private sector, which represented an increase of 14 per cent from 2020. Over 80 per cent of this increase represented funding for the Strategic Plan, 2022–2025. While the ratio of core resources to total overall revenue increased by 3 per cent, core resources only constituted 18 per cent of total revenue in 2021. Furthermore, regular (core) resources specifically from the public sector constituted only 12 per cent of total revenue in 2021. In 2021, 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 launched in mid-2020, to improve the quality and predictability of funding, as well as with the revamping of the Core Resources for Results report for improved reporting on UNICEF core funding.

115. Regular resources revenue from governments of 27 programme countries amounted to over \$5.5 million. Governments of 81 countries contributed an estimated \$23.3 million in in-kind donations for the rental of premises in 2021. More than 50 per cent of UNICEF core resource revenue in 2021 came from the private sector, with over 9.3 million private individuals around the world supporting UNICEF through regular donations. UNICEF worked 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.

116. Quality funding from thematic funds increased by 73 per cent in 2021, driven largely by the response to the COVID-19 pandemic. Over 90 per cent of this increase represents funding for the Strategic Plan, 2022–2025. Almost 31 per cent of the thematic funding received in 2021 was for the COVID-19 response, including ACT-A.

117. Overall, quality funding (from both public and private sectors) in the form of multi-year contributions increased by 20 per cent for core funding in 2021, but by only 2 per cent for non-core funds. Multi-year core contributions from the public sector increased by 38 per cent, with public sector non-core multi-year contributions

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
	<p>also increasing by 4 per cent.</p> <p>8. UNICEF innovative financing for children</p> <p>118. In 2021, UNICEF designed its global Innovative Financing for Children Strategy, explaining the why, what and how of alternative and innovative finance. Using a novel approach labelled the “five As”, UNICEF aims to align, amplify, accelerate and access additional funding and financing across the spectrum of capital, and apply new alternative solutions to drive priorities for children under the Sustainable Development Goals. This approach will allow UNICEF to more effectively turn public and private resources and domestic and international capital to the service of children and the Sustainable Development Goals as well as enable public-private partnerships.</p> <p>119. Innovative financing involves the use of a wide range of non-traditional, solutions-driven mechanisms, including financing instruments, to increase the effectiveness and efficiency of financial flows that address global challenges.</p> <p>120. With the World Bank, UNICEF established a donation-linked bond through a forward-flow arrangement between the two agencies for a total of \$100 million, of which \$50 million was made available as upfront funding to support UNICEF programmes by accelerating fundraising activities in emerging markets. The structure was the first of its kind and allowed UNICEF to access capital markets for its operations.</p> <p>9. Structured funding dialogues</p> <p>121. The structured funding dialogues were an important opportunity to pursue both Member States and UNSDG entity commitments to the Funding Compact and to fulfil the Compact’s ambition to improve the funding base of the United Nations development system in order to achieve the Sustainable Development Goals. In light of the massive development losses sustained as a result of the COVID-19 pandemic, collective action and cooperation to support the United Nations development system through flexible and unarmarked funding for the achievement of the Sustainable Development Goals has never been more critical.</p> <p>122. As a voluntarily funded organization, the ability of UNICEF to effectively plan and achieve results was constrained by available resources. The structured funding dialogue offered opportunities to address this challenge through dialogue with Member States – which form the governance body and are also resource partners – to find solutions to improve the quality and predictability of funding so that UNICEF</p>

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
	<p>could better plan and implement programmes to achieve results.</p> <p>123. Within the context of the global response to the COVID-19 pandemic, UNICEF made significant progress against Executive Board decisions 2019/23 and 2020/17 to harmonize the structured funding dialogue report with the other United Nations entities, to provide annual reporting on the Funding Compact and to enhance the quality of the dialogues with Member States via joint inter-agency informal sessions with UNDP, UNFPA and UN-Women in January 2020 and May 2021.</p> <p>124. UNICEF integrated budget and integrated results and resources framework are largely harmonized with UNDP, UNFPA and UN-Women. The UNICEF Strategic Plan, 2022–2025 and the integrated budget shared a common integrated results and resources framework, which linked the estimated resource expenditures to Strategic Plan results. The progress on funding of the planned results was reported in both the UNICEF annual report of the Executive Director and structured dialogue on funding the results of the Strategic Plan.</p>

IV. Governance of the United Nations operational activities for development

<i>QCPR mandates (paras. 70–85)</i>	<i>Progress</i>
<p>[...] underscores the importance of all United Nations development system entities to (para. 74):</p> <ul style="list-style-type: none"> – Prepare and finalize their entity-specific country development programme documents in accordance with the agreed priorities of the United Nations Sustainable Development Cooperation Framework and in consultation and agreement with host Governments; (para. 74) – Requests relevant development system entities, in coordination with the Development Coordination Office to make the relevant United Nations Sustainable Development Cooperation Framework and/or its outcome matrix available to Member States and the governing bodies 	<p>A. Country programme documents and United Nations Sustainable Development Cooperation Frameworks</p> <p>125. UNICEF made further strides to ensure that programming is harmonized with the UNSDCF’s guidance and practice, as well as with QCPR mandates. Improvements made to the CPD procedure and the consolidated internal platform for programme policy and procedure, referred to as the PPPX, positively influenced the development of CPDs in 2021, ensuring their alignment with the UNSDCF. In collaboration with DCO and sister agencies, UNICEF worked to further clarify, to the benefit of country offices, the meaning of CPD and UNSDCF alignment, which went beyond reflecting verbatim the same outcomes in both documents. Instead, alignment entailed that the CPDs’ vision was derived from the UNSDCF and that the CPDs’ outputs and outcomes contributed to the achievement of the UNSDCFs’ expected results and national priorities.</p> <p>126. UNICEF provided organizational guidance on how to best align the process of developing a CPD with the UNSDCF country process, requesting UNICEF country</p>

<i>QCPR mandates (paras. 70–85)</i>	<i>Progress</i>
<p>when the draft country programme document is presented for consideration, in accordance with relevant Executive Board processes and timelines; (para. 74)</p> <p>[...] requests the Secretary-General and members of the United Nations Sustainable Development Group to ensure full implementation of the Management and Accountability Framework in all United Nations country teams; (para. 77)</p> <p>Calls upon the United Nations development system entities to abide by the relevant rules of procedure and working methods and to continue playing their part in enhancing system-wide coherence, coordination, harmonization and efficiency, reduce duplication and build synergies, as appropriate and in accordance with decisions of their respective governing bodies, and further requests these entities to align their policies, guidelines and regulations with the United Nations development system reforms; (para. 83)</p>	<p>offices to participate in the UNSDCF visioning exercise, strategic prioritization and development of the theory of change; taking up core roles within UNCTs; and submitting CPDs with UNSDCFs strategic priorities, outcomes and outputs, where applicable, to the Executive Board.</p> <p>127. To strengthen system-wide support to the Sustainable Development Goals, UNICEF worked with other United Nations entities, including the United Nations Development Coordination Office, UNDP, UNFPA and UN-Women, to improve common country analyses and ensured that CPDs were directly derived from the UNSDCFs as the central planning tool for United Nations country teams.</p> <p>128. In 2021, UNICEF was very engaged in UNCT consultations with host governments, the development of common country analyses, joint work plans, UNSDCFs, contributing data and United Nations-specific output indicators to UN INFO.</p> <p>B. Implementation of the Management and Accountability Framework</p> <p>129. With the endorsement and support of the UNICEF Executive Director, the finalized Management and Accountability Framework (MAF) was circulated on 12 October 2021 to the heads of office, regional directors and deputy regional directors. The communication requested senior management to familiarize themselves with the new MAF, to fully adhere, together with UNCTs and Resident Coordinators offices, to their obligations under the Framework, and to strive to deliver on development results.</p> <p>130. UNICEF has since then worked jointly with regional offices to develop region-specific MAF webinars with the objective to provide a comprehensive deep-dive and overview of the key elements contained in the updated MAF, allowing countries to exchange experiences and ask questions of technical experts.</p> <p>C. System-wide coherence, coordination, harmonization and efficiency</p> <p>131. UNICEF built organization-wide capacity on operationalizing the reform mandates, further reinforcing a reform-oriented organizational culture. Proactive and regular communication took place through up-to-date intranet pages, webinars, newsletters and online learning courses accessible to all staff.</p>

<i>QCPR mandates (paras. 70–85)</i>	<i>Progress</i>
	<p>132. In late spring 2021, UNICEF organized a survey among representatives on the implementation of the United Nations development system reform. Findings from this survey show that United Nations development system reform processes and structures are in a consolidation phase, with UNICEF country representatives reporting important improvements in selected areas of the MAF, the new resident coordinator function and the coordination of UNCTs, and strategic planning tools.</p> <p>133. Although several challenges in implementing the reform remain, the survey demonstrated UNICEF active engagement in driving the coherence processes forward and in carving out opportunities to advance child-related Sustainable Development Goals. Based on survey findings, a stronger resident coordinator function emerged, with 57 per cent of country representatives indicating an increase in the resident coordinator offices' ability to facilitate inter-agency work and promote collaboration between agencies, as well as 50 per cent indicating that UNICEF strategic engagement with the resident coordinator improved overall. Similarly, 62 per cent of representatives agreed that the reform was strengthening collaboration within the UNCT. There appeared to be consensus that resident coordinator offices had adequate capacity to support coordination in country, with 74 per cent of respondents supporting this statement.</p> <p>134. UNICEF supported the realignment of United Nations regional assets to better support the 2030 Agenda for Sustainable Development. It fully engaged in all Regional Collaborative Platforms, in 30 Issue-Based Coalitions and in Peer Support Groups across all regions.</p> <p>135. In the context of the Multi-Country Office Review, UNICEF led on the system-wide offer on coordinated support on data to SIDS, in close consultation with and the support of DCO. Through the UNSDG Task Team on Data and Reporting, UNICEF coordinated and led three meetings (for the Caribbean, Indian Ocean and Pacific Islands) to determine the needs of SIDS covered by multi-country offices. The main conclusions were that the biggest needs, apart from coordination, were in analysis and planning, as data collection was relatively well supported by the system. UNICEF also continued its efforts and investment around strengthening national capacities on data collection for evidence-based policy through enhanced support for Multiple Indicators Cluster Surveys from headquarters, regional offices and multi-country offices in relevant countries, despite challenges due to the COVID-19 pandemic.</p> <p>136. The proportion of UNICEF country offices delivering programmes jointly with other United Nations entities increased to 87 per cent, exceeding the overall target of 74 per cent for 2021. Similarly, inter-agency pooled funds, as a proportion of total</p>

<i>QCPR mandates (paras. 70–85)</i>	<i>Progress</i>
	UNICEF non-core resources, increased for development interventions while slightly declining for humanitarian interventions.

V. Functioning of the United Nations development system

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
<p>[...] requests all entities of the United Nations development system to fully support the reinvigorated Resident Coordinator system, in particular by complying with the Management and Accountability Framework, by promoting inter-agency mobility and by ensuring that their operational activities for development at country level are supportive of the strategic objectives as laid out in the United Nations Sustainable Development Cooperation Frameworks; (para. 88)</p> <p>Urges 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 to respond to the cross-sectoral requirements of the 2030 Agenda, promoting inter-agency mobility and facilitating a mobile and flexible global workforce; (para. 91)</p> <p>[...] encourages cooperation between the United Nations development system and programme countries in order to improve digital inclusion; (para. 100)</p> <p>Requests the United Nations development system to further simplify and harmonize agency-specific programming instruments, business practices, processes, common business operations and reporting as well as leverage and utilize, as</p>	<p>A. Support to the reinvigorated resident coordinator system</p> <p>1. Funding the resident coordinator system</p> <p>137. In accordance with the agreed funding arrangements for the resident coordinator system, in 2021 UNICEF transferred \$6.4 million in coordination levy payments and \$8.3 million in UNSDG cost sharing to the United Nations Secretariat. Additionally, UNICEF country offices provided a total of \$1.3 million in cash and in-kind contributions at the local level.</p> <p>2. Dual reporting</p> <p>138. UNICEF recognized the dual reporting role of the resident coordinator in the job descriptions and performance indicators of its country representatives. Using the new online feedback tool created by DCO, UNICEF representatives were able to provide feedback on the resident coordinators' behavioural competencies. In return, the resident coordinators were able to provide feedback on UNCT-related performance indicators for UNICEF representatives through UNICEF performance evaluation process.</p> <p>3. Inter-agency mobility</p> <p>139. UNICEF recommended additional staff to the resident coordinator/humanitarian coordinator talent pipeline. In 2021, four staff passed the Resident Coordinator Assessment and were placed in the resident coordinator pool.</p> <p>140. UNICEF also revised its inter-organization mobility policy to encourage staff members to take advantage of staff mobility under the Inter-organization Agreement. UNICEF adjusted the requirement of five years of service under a fixed-term, continuous or permanent appointment, reducing it to one year for incoming and outgoing staff members.</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
<p>appropriate, digital technologies solutions in alignment with the United Nations Sustainable Development Cooperation Framework, including by taking necessary steps at the headquarters level, as appropriate; (para. 105)</p> <p>Reiterates that entities within the United Nations development system should operate according to the principle of mutual recognition of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies; (para. 106)</p> <p>[...] urges entities of the United Nations development system that have not yet done so to sign on to the [Mutual Recognition Statement of the Chief Executives Board]; (para. 106)</p> <p>Stresses the need for the United Nations development system to: (para. 107)</p> <ul style="list-style-type: none"> – strengthen and improve the ongoing design and implementation of harmonized business practices in order to optimize opportunities for collaboration, including the Business Operations Strategies, Common Back Offices and Common Premises at the country level [...]; (para. 107) – to strengthen its reporting processes on impact in terms of efficiency gains resulting from these new business practices, while recognizing progress in this regard, in order to free up more funding for development activities, including coordination; (para. 107) 	<p>B. Mobile and flexible global workforce</p> <p>141. Under the High-level Committee on Management Task Force on the future of the United Nations system workforce, UNICEF co-leads the workstream “new ways of working”. In this capacity, in 2020–2021, UNICEF contributed to the development of the United Nations system model policy on flexible work, approved in October 2021, defining a common approach to flexible work, including flexible working arrangements.</p> <p>142. UNICEF also led the work on introducing new work modalities across its offices globally, which will be implemented in 2022. UNICEF closely collaborated with UNDP and WFP as they aim to introduce similar flexible work modalities.</p> <p>C. Digital inclusion</p> <p>143. Through its flagship Reimagine Education initiative, UNICEF aims to reach all children and young people – approximately 3.5 billion – by 2030 with world-class digital learning. UNICEF worked with public and private partners and governments to ensure an equitable approach that prioritizes the most marginalized children and young people, including those experiencing poverty, girls and young women, children with disabilities, children and young people on the move, ethnolinguistic minorities, and those in rural and remote areas.</p> <p>144. Giga, an initiative by UNICEF and the International Telecommunication Union, is working to connect every school to the Internet. Using UNICEF presence on the ground and International Telecommunication Union regulatory and policy expertise, Giga is working to map, finance and contract connectivity in 19 first-mover countries, with support at Head of State or government level, and with more than 35 countries on board for 2022–2023. To date, Giga has mapped over 1 million schools and connected over 3,000 schools to the Internet, allowing 1.2 million young people to access the digital world. Giga helped to mobilize more than \$200 million in financing through international financial institutions’ loans and government tax vehicles for last-mile connectivity.</p> <p>D. Harmonization of business practices and operations</p> <p>145. UNICEF played a leading role in the roll-out of operational aspects of the United Nations development system reform by co-chairing the UNSDG Business Innovations Group and the task team on efficiency impact reporting, and chairing the task team</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
<p>Invites the United Nations development system to review and update results-based management guiding documents, including taking into consideration feedback from Member States, including programme countries [...]; (para. 108)</p> <p>Reiterates the call to the United Nations development system to further its synergies and inter-agency efforts to maximize the efficient use of the offices and resources on the ground and to avoid duplications and overlaps, including between the United Nations development system, national institutions and other relevant stakeholders, while also strengthening support for capacity-building to national institutions in order to improve their use and sustainability, [...]; (para. 109)</p> <p>Stresses the need to ensure equal and fair distribution based on gender balance and on as wide a geographical basis as possible, [...] and that, as a general rule, there should be no monopoly on senior posts in the United Nations system by nationals of any State or group of States; (para. 111)</p> <p>Calls upon the entities of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the global, regional and country levels for positions that affect operational activities for development, including appointments to Resident Coordinator and other high-level posts, with due regard to the representation of women from programme countries, in particular developing countries, while keeping in mind the principle of equitable geographic representation; (para. 112)</p>	<p>on common premises (until the end of September 2021). UNICEF achieved 53 per cent of common premises in 2021, from a baseline of 39 per cent in 2018, and established mutual recognition champions, amongst other initiatives.</p> <p>1. Local Shared Services Centres</p> <p>146. The harmonization of business practices across entities was driven principally through the Common Back Office initiative, now renamed Local Shared Services Centres, which aimed to consolidate location-dependent services such as protocol and facilities management in each country, in a unit that is embedded in one entity and provides services to all other entities. The original target of full roll-out by the end of 2022 was revised to the end of 2024. UNICEF was influential in driving the simplification of the methodology for implementation, which should speed up the roll-out process, and is committed to ensuring that the Local Shared Services Centres will be successful, once established.</p> <p>147. UNICEF recently developed a strategy on Local Shared Services Centres, which is currently being communicated to all regions through a series of webinars. The UNICEF strategy states the organization's goal to be a provider of services in countries where the field presence is strong and where UNICEF has existing transferable experience and skills developed from establishing a Global Shared Services Centre, which can be applied at the country level to achieve operational efficiencies and improve service quality.</p> <p>148. Other simplification and harmonization efforts were driven by the cross-agency group on Global Shared Services Centres, which is currently working to agree the service types with the greatest potential for driving efficiency.</p> <p>2. Mutual recognition</p> <p>149. UNICEF was among the first agencies to sign the Mutual Recognition principles that were embedded in policy frameworks. In 2021, UNICEF established a network of Mutual Recognition Champions to address misunderstandings and issues related to the operationalization of this initiative. The network met with headquarters divisions to address issues identified by offices and identify best practices to be shared with sister agencies. A cross-agency group was also recently established to address issues that arise between agencies at the country level. UNICEF supported the further roll-out of mutual recognition and included an indicator (E2.1) in the IRRF of the Strategic Plan, 2022–2025 to measure inclusion of the mutual recognition principle in policy frameworks.</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
<p>[...] calls upon the United Nations development system entities to: (para. 113)</p> <ul style="list-style-type: none"> – continue efforts and focus on preventing and taking immediate action on tackling sexual exploitation, abuse and sexual harassment, including by ensuring that policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at the country, regional and global levels; (para. 113) – take measures to ensure that its workplaces are free from discrimination and exploitation, including sexual exploitation and abuse, violence and sexual harassment; (para. 113) – continue to implement the Secretary General’s zero-tolerance policy on sexual exploitation and abuse; (para. 113) 	<p>3. Business operations strategies, common back offices and common premises</p> <p>150. UNICEF supported efforts to maximize programmatic gains through efficient and high-quality back-office operations and a cultural change in its corporate business operations as part of the United Nations development system reform. UNICEF co-chaired the UNSDG Business Innovations Group and closely worked with DCO and other agencies to implement the various strands of operational reform: the business operations strategy, the common back offices, the common premises and the efficiency impact reporting.</p> <p>151. Business operations strategies were implemented in all UNICEF offices reaching the 2021 target, with an estimated cost avoidance of \$72 million for a five-year period, and offices are currently undertaking a review of results and looking for potential additions to their strategies. UNICEF supported these activities by arranging trainings for focal points and sharing analyses to support these activities.</p> <p>4. Common premises</p> <p>152. UNICEF established guidelines and mechanisms that contributed to achieving the United Nations target on Common Premises. UNICEF achieved 53 per cent of Common Premises, exceeding the United Nations target of 50 per cent by 2021, and marking significant progress from the baseline of 39 per cent in 2018 and from the current United Nations performance of 22 per cent. UNICEF achieved this by taking the lead and bringing other United Nations agencies into its facilities, joining other United Nations agencies, or establishing offices in United Nations Houses. This was complemented by the establishment of a Capital Asset Fund mechanism to support construction and renovation initiatives.</p> <p>153. In line with the UNSDG roadmap on Common Premises, UNICEF aims to increase the proportion of Common Premises in high-cost locations by 2024 with an immediate target to achieve 55 per cent of Common Premises in these locations by 2022. This will be achieved through implementation of the following strategies:</p> <ul style="list-style-type: none"> (a) Providing technical and financial support for the completion of the Senegal, Sri Lanka and Uganda Common Premises projects; (b) Prioritizing the Capital Asset Funds support to Common Premises projects in high-cost rent locations; (c) Strengthening inter-agency collaboration and communication;

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>(d) Undertaking an office space optimization exercise, using the Task Team on Common Premises and Field Services tool on space calculation and implementing the Hybrid Workplace Model when applicable.</p> <p>154. UNICEF is aware of the challenges in achieving the above results, which are linked to the inability of governments to provide free land or buildings to house United Nations agencies, the lack of a Capital Asset Funds mechanism in most United Nations agencies, and the unavailability of suitable buildings in some countries, leaving construction as one of the few remaining alternatives. UNICEF considered these challenges and put in place tools and systems to address them, while taking the lead when necessary to strengthen inter-agency collaboration.</p> <p>5. Reporting on efficiencies</p> <p>155. UNICEF has been reporting efficiencies internally since 2018 and the process for tracking efficiencies continues to be strengthened. The data is included in the cross-United Nations efficiency report that was first issued in 2021.</p> <p>6. Results-based management</p> <p>156. UNICEF substantially reviewed and is currently rolling out across the organization a new training on Rights and Results-Based Management, combining results-based management and a human rights-based approach to programming. UNICEF also contributed to an inter-agency results-based management handbook for harmonization.</p> <p>E. Equal and fair distribution based on gender balance and geographic representation</p> <p>157. Building on progress made in recent years, gender parity within the UNICEF workforce remained relatively stable, the organization being composed of 49 per cent women and 51 per cent men as of 31 December 2021.</p> <p>158. In 2021, 56 per cent of UNICEF international professional staff were nationals from programme countries.</p> <p>159. As at 31 December 2021, 46 per cent of the workforce at the country office level were women and 41 per cent of them were programme nationals. At the senior appointments (P-5 and above), 48 per cent were women and 21 of them were programme nationals, and 27 per cent male programme nationals held such positions.</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>160. In seven UNICEF regional offices, women comprised 59 per cent of the workforce, 36 per cent of them being from programme countries. Men from programme countries were 26 per cent of the workforce. Looking specifically into senior appointments (P-5 and above), women held 47 per cent of posts, 18 per cent of them being from programme countries. Men from programme countries hold 25 per cent of such posts.</p> <p>161. In UNICEF headquarter locations, women made up 61 per cent of the workforce, 23 per cent of them being from programme countries. Men from programme countries represented 16 per cent of this group. Looking specifically into senior appointments (P-5 and above), women held 48 per cent of posts, 18 per cent of them being from programme countries. Men from programme countries held 19 per cent of such posts.</p> <p>162. Among senior staff (P-5 representatives and staff at the D-1 level and above), there was gender parity (50:50) among men and women, while 49.5 per cent were from programme countries and 50.5 per cent from donor countries.</p> <p>F. Prevention of sexual exploitation, abuse and sexual harassment</p> <p>163. The UNICEF strategy on the prevention of sexual exploitation, abuse and sexual harassment reflected its organizational commitment and approach at every level.</p> <p>164. The UNICEF strategy on the prevention of sexual exploitation, abuse and sexual harassment also recognized that gender inequality in the UNICEF workplace contributed to sexual harassment and other misconduct. An organizational culture that is conducive to addressing power imbalances is required. For this reason, UNICEF Strategic Plan, 2022–2025 indicators measured gender imbalances in staffing, management training on gender equality, and perceptions relevant to reporting concerns.</p> <p>165. In the framework of the Chief Executives Board for Coordination Task Force on Addressing Sexual Harassment within the United Nations system, UNICEF and WFP co-chaired a sub-working group on improved reporting on sexual harassment which most recently produced the updated annual survey of the 27 participating entities on reporting of sexual harassment. An analysis of the survey is underway, and the results will allow the Task Force to: (a) identify progress in the United Nations system-wide efforts to eradicate sexual harassment; (b) identify risk indicators to allow for more focused prevention initiatives; and (c) identify areas in which entities can strengthen</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>how they address sexual harassment. Also, 95 per cent of UNICEF staff completed the e-learning course on sexual harassment and other workplace abuse.</p> <p>166. Prevention from sexual exploitation and abuse was embedded in all emergency responses, and prevention from sexual exploitation and abuse metrics were indicators in the UNICEF Strategic Plan, 2022–2025. UNICEF provided field support and digital resources to Humanitarian Country Teams and prevention from sexual exploitation and abuse networks through IASC. At the country level, more than 90 offices reported progress. Annual action plans, at headquarters and country levels, set short-term prevention from sexual exploitation and abuse objectives.</p> <p>167. UNICEF strengthened vetting of its personnel, including through use of the inter-agency ClearCheck database. Nearly all staff (97 per cent) completed mandatory training and new safeguarding courses have been released. Safeguarding actions of personnel and managers now explicitly form part of performance assessments.</p> <p>168. The more than 4,200 UNICEF civil society partners were assessed for prevention from sexual exploitation and abuse capacity, and more than half enrolled in action plans. In 2022, these assessments will be shared United Nations system-wide. UNICEF also developed a programme to better engage government partners and a comparable initiative for high-risk supply arrangements is in the design phase. Safeguarding risks were discretely registered in UNICEF enterprise risk management framework.</p> <p>169. Through use of digital tools, the population served by community reporting mechanisms increased almost tenfold since 2017. UNICEF strengthened its internal investigative capacity and supported investigative training and rosters for civil society partners.</p> <p>170. UNICEF led the development of and subsequent training on a technical note for implementation of the Victim Assistance Protocol, enabling many UNICEF offices to strengthen their referral systems. Through gender-based violence programming, UNICEF provided services to survivors of sexual exploitation and abuse.</p> <p>171. Since 2020, UNICEF increased its efforts to prevent and respond to all forms of discrimination including racism. An internal task team on anti-racism and discrimination produced a set of recommendations covering both internal (management-related) and external (communications, fundraising, programming, supply) aspects of UNICEF work. These recommendations are currently being</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	implemented. UNICEF reported regularly to its Executive Board on its progress on organizational culture and on non-discrimination and anti-racism.

VI. Follow-up, monitoring and reporting

<i>QCPR mandates (paras. 114–120)</i>	<i>Progress</i>
Reaffirms that all entities of the United Nations development system carrying out operational activities for development should continue to align their planning and activities [...] to take appropriate action [...] for the full implementation of the present resolution (para. 116)	<p>172. UNICEF has systematically ensured, even prior to the development of the QCPR monitoring and reporting framework, that QCPR mandates have been integrated into the Strategic Plan, 2022–2025. Further to discussions on cooperation, coordination and coherence held with counterparts across the United Nations system in the development of the Plan, UNICEF continues to consult extensively with other United Nations entities in response to elements of the QCPR, particularly the 2020 QCPR mandates. UNICEF is also working with other agencies to integrate a range of common indicators set out in the QCPR monitoring and reporting framework. Furthermore, UNICEF looks forward to substantive engagement with the United Nations Sustainable Development Group, particularly on education, gender, data and efficiencies.</p> <p>173. The results framework sets out impact-, outcome- and output-level indicators, some derived from the Sustainable Development Goals. These indicators represent only a subset of the indicators that UNICEF uses internally to track programmatic effectiveness. The annual report of the Executive Director will be the means for reporting on Strategic Plan progress, including the indicators drawn from the QCPR and those shared with other United Nations entities.</p>