

Distr.: General
1 May 2023

English Only

For information

United Nations Children's Fund

Executive Board

Annual session 2023

13–16 June 2023

Item 3 of the provisional agenda*

Report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations 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, 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) 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 second year of its implementation.

* E/ICEF/2023/9.

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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</p>	<p>A. Mainstreaming the Sustainable Development Goals into strategic planning documents</p> <p>1. UNICEF Strategic Plan, 2022–2025</p> <p>1. In an effort to address unprecedented threats to the human rights of all children, the UNICEF Strategic Plan, 2022–2025, was conceived as a holistic, outcome-oriented and medium-term tool, designed to connect every facet of the work of UNICEF, from its management results to its five Goal Areas. It is the most ambitious plan in UNICEF history and is framed with a longer-term vision, up to 2030. The plan’s accompanying theories of change outline how UNICEF leverages the full range of resources and capacities at its disposal to advance child rights around the world and contribute to the achievement of the child-focused targets of the Sustainable Development Goals.</p>

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i>	<i>Progress</i>
<p>operational activities of the United Nations development system; (para. 8)</p> <p>[...] requests the system to address [...] the special challenges facing the most vulnerable 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</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 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. It charts a course towards inclusive recovery from the coronavirus disease 2019 (COVID-19) pandemic, the attainment of the 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. The results framework of the Strategic Plan incorporates impact-, outcome- and output-level indicators necessary for monitoring progress, some of which were derived from the Sustainable Development Goals. These indicators represent only a subset of the indicators that UNICEF uses internally to track programmatic effectiveness. The 2022 annual report of the Executive Director provides an update on the latest values available on Strategic Plan progress, including the indicators drawn from the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) and those shared with other United Nations entities.</p> <p>4. UNICEF will reflect in its implementation of the Strategic Plan, 2022–2025, the findings of the recent evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025. UNICEF embedded a commitment to learning and improvement in the Strategic Plan, 2022–2025, which integrated the recommendations from the evaluation of the previous Strategic Plan, 2018–2021. Moving forward, the UNICEF commitment to learning will be expressed in the envisioned Global Effectiveness Reviews. Institutional learning and evidence-based reflections will enable the organization to brave multiple challenges and chart and refine its course towards securing the rights of every child.</p> <p>2. Support to countries in conflict and post-conflict situations</p> <p>5. Recognizing the special attention needed to be paid to countries in conflict and post-conflict situations, UNICEF moved forward in taking action on the priorities signalled in its Strategic Plan, 2022–2025, concerning:</p> <ul style="list-style-type: none"> (a) The humanitarian-development-peace nexus and risk-informed programming as a change strategy;

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i>	<i>Progress</i>
<p>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 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) Peacebuilding as a cross-cutting priority;</p> <p>(c) Dedicated result areas and targets within each Goal Area focused on building resilience, in line with national priorities, plans and strategies.</p> <p>6. In 2022, UNICEF allocated some additional discretionary funding from its 7 per cent reserve to priority country programmes that are scaling up work on sensitivity, peacebuilding and social cohesion, consistent with their approved country programmes, aligned to United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) and in support of national priorities.</p> <p>7. In addition, UNICEF continued to implement the recommendations from the formative evaluation of UNICEF work to link humanitarian and development programming. This included a finalized revision of the humanitarian-development-peace nexus procedure, dedicated support to country offices that prioritized the nexus approach, and further efforts to amend planning and funding instruments across the nexus as well as to develop internal capacity. Finally, a task team on the humanitarian-development-peace nexus was established.</p> <p>B. Enhancing gender mainstreaming</p> <p>1. Gender Policy and Gender Action Plan</p> <p>8. UNICEF continued to be guided by its Gender Policy, 2021–2030, which commits to an ambitious, transformative vision for gender equality, through 2030, and seeks to dismantle the underlying structural barriers that perpetuate inequalities. Both the Gender Policy and Gender Action Plan, 2022–2025, were developed using participatory evidence-based processes.</p> <p>9. The year 2022 marked the first year of implementation of the Gender Action Plan, 2022–2025, which elaborates the steps required to accelerate progress on gender equality across the five Goal Areas of the UNICEF Strategic Plan, within institutional systems, and with particular emphasis on the leadership and well-being of adolescent girls. Recognizing that adolescent girls are consistently disadvantaged, especially in situations of crisis and conflict, UNICEF invested in five interlinked programmatic areas: (a) adolescent health and nutrition; (b) skills building to further their economic empowerment – as entrepreneurs, innovators and leaders; (c) protection from violence</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>and child marriage; (d) good-quality menstrual health and hygiene services and disrupting taboos about menstrual health; and (e) social protection.</p> <p>2. Performance on the System-wide Action Plan on Gender Equality and the Empowerment of Women</p> <p>10. UNICEF used a gender equality marker and gender tags for a nuanced tracking of the allocation and expenditure of resources related to results that promote gender equality. This allowed for reporting on expenses used for both gender-transformative programming and gender-mainstreaming activities, across both development and humanitarian contexts.</p> <p>11. In line with System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) benchmarks, UNICEF had a target of 13 per cent of programme expenditure on advancing gender equality in 2022. This was partially met, as starting in 2022, UNICEF started calculating gender-transformative expenditures in a narrower way, focusing only on expenditures where gender equality is tagged as a principal objective, thus raising the bar for its performance.</p> <p>3. Performance on the System-wide Strategy on Gender Parity</p> <p>12. The Gender Action Plan reinforced the UNICEF commitment to implementing the Secretary-General’s System-wide Strategy on Gender Parity, including fostering an inclusive, diverse workplace and organizational culture. Driven by strong senior leadership support and guided by the Gender Policy, 2021–2030, and the Economic Dividends for Gender Equality (EDGE) Action Plan, UNICEF continued promoting flexible work modalities and work-life harmony. It strengthened gender-equitable family-friendly policies, to align with its programmatic priorities in early childhood development, parenting and caregiving. In 2022, four new policies were adopted that provided more flexibility for staff with family care responsibilities, and the flexible work arrangements policy was updated.</p> <p>13. Proactive efforts were made to enforce zero-tolerance for harassment, sexual exploitation and abuse, and to promote a healthy workplace culture in each office. In 2022, 80 per cent of country offices had a relevant system in place for prevention and response to sexual misconduct.</p> <p>4. Driving gender-transformative programming and results</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>14. UNICEF has been moving from gender-sensitive programming to gender-responsive and gender-transformative programming. Country offices have been using the Gender Action Plan Institutional Standard: a composite indicator with benchmarks to track efforts to programme in increasingly transformative ways. For the 2022–2025 cycle, UNICEF set higher standards by adding new benchmarks and applying more thorough criteria in areas such as resourcing and management accountability. Country offices were requested to achieve 70 per cent of benchmarks to meet the standard, compared to 60 per cent in 2021. As a result, in 2022, 12 per cent of country offices met the standard, compared with 3 per cent in 2021. UNICEF aims to reach a 23 per cent milestone in 2023. More countries reported transformative gender equality results: 60 countries in 2022 compared with 43 in 2021, while 83 countries incorporated gender recommendations into their programme planning documents, up from 73 in 2021. Further, 85 per cent of country offices integrated gender issues into key partnership documents.</p> <p>C. Leave no one behind and disability inclusion</p> <p>15. UNICEF contributed to an inter-agency review of United Nations Common Country Assessments (CCAs) and UNSDCF to capture good practices, lessons learned and areas in need of improvement with regard to the integration of the human rights-based approach, to the principle of leaving no one behind and to gender equality and women’s empowerment guiding principles in United Nations system-wide programming. UNICEF also contributed to the development of various inter-agency resources, such as checklists and foundational courses, to support the integration of these guiding principles in United Nations system-wide programming. Additionally, on World’s Children’s Day (20 November), UNICEF issued a report on the impact of discrimination on children.¹</p> <p>16. In 2022, UNICEF implementation of the United Nations Disability Inclusion Strategy (UNDIS) either met or exceeded the requirements against 81 per cent of the indicators (13 out of 16), while indicator 10 on evaluations was updated from “approaching” to “meeting requirements”.²</p>

¹ United Nations Children’s Fund (UNICEF), *Rights Denied: the impact of discrimination on children* (New York, November 2022). Available at www.unicef.org/reports/rights-denied-discrimination-children.

² UNICEF, *Disability-Inclusive Evaluations in UNICEF: guideline for achieving UNDIS standards* (New York, September 2022). Available at www.unicef.org/evaluation/documents/disability-inclusive-evaluations-unicef-guideline-achieving-undis-standards. **Error! Hyperlink reference not valid.**

<i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i>	<i>Progress</i>
	<p>17. As part of its Disability-Inclusive Humanitarian Action Toolkit published in 2022,³ UNICEF issued a tip sheet titled <i>Engaging with organizations of persons with disabilities</i>,⁴ which presents key steps for identifying and initiating engagement with organizations of persons with disabilities.</p> <p>18. In 2022, the UNICEF Disability Inclusion Policy and Strategy, 2022–2030 (DIPAS),⁵ was endorsed by UNICEF Global Management Team and the Executive Director. For UNICEF, the DIPAS is the first global road map for greater cross-sectoral coordination to advance the inclusion of persons with disabilities in UNICEF programmes and operations. It builds on the foundation of the UNICEF Strategic Plan, 2022–2025, while committing the organization to an even more progressive and cross-sectoral agenda towards the 2030 Agenda for Sustainable Development. It incorporates the commitments made by UNICEF at the Global Disability Summits held in 2018 and 2022.</p> <p>19. The DIPAS was developed over two years through consultations with UNICEF staff in more than 80 countries, as well as with organizations of persons with disabilities, implementing partners, United Nations agencies, Governments and, importantly, children and young people with disabilities.</p> <p>20. The DIPAS has six strategic priorities to be mainstreamed across the organization at every level to meet the needs of the world’s 240 million children with disabilities: (a) prevention of stigma and discrimination; (b) improvement of disability-inclusive services, programmes and workplaces; (c) access to comprehensive community care and support services; (d) access to assistive technology; (e) disability-inclusive action in humanitarian, emergency and fragile contexts; and (f) full and meaningful participation of persons with disabilities.</p> <p>21. The DIPAS commits UNICEF to: (a) increase its organizational budget expenditure by at least 2 per cent by 2025; (b) progressively accelerate disability inclusion across its programmes and operations, in both development and humanitarian action, committing to a target of 10 per cent of total expenditure by 2030;</p>

³ UNICEF, “Disability-Inclusive Humanitarian Action Toolkit: operational guidance on including children with disabilities in humanitarian response”. Available at www.unicef.org/documents/disability-inclusive-humanitarian-action-toolkit.

⁴ UNICEF, “Engaging with organizations of persons with disabilities in humanitarian action: tip sheet”. Available at [www.unicef.org/media/124216/file/Engaging per cent20with per cent20organizations per cent20of per cent20person s per cent20with per cent20disabilities per cent20in per cent20humanitarian per cent20action.pdf](http://www.unicef.org/media/124216/file/Engaging%20with%20organizations%20of%20persons%20with%20disabilities%20in%20humanitarian%20action.pdf).

⁵ UNICEF, *Disability Inclusion Policy and Strategy (DIPAS) 2022–2030* (New York, December 2022). Available at www.unicef.org/unicef-disability-inclusion-policy-and-strategy-dipas-2022-2030.

<i>Quadrennial comprehensive policy review (Q CPR) mandates (paras. 1–18)</i>	<i>Progress</i>
	<p>(c) progressively increase the number of employees with disabilities by at least 2 per cent across all offices by 2025, with the aim of reaching 7 per cent representation by 2030; (d) have at least one dedicated full-time disability specialist for programmes and operations, to coordinate and support disability inclusion in each UNICEF regional office, by 2025; (e) have 75 per cent of its staff complete training on disability inclusion by 2025; (f) generate evidence from data insights and research through dedicated capacity (i.e., the Centre of Excellence on Data for Children with Disabilities) to guide programme design and investments; (g) systematically mainstream disability inclusion, specifically of children with disabilities, into media communications and advocacy; and (h) develop divisional and regional actions plans on the DIPAS by December 2023.</p> <p>D. Results-based management</p> <p>22. In 2022, 39 UNICEF country offices took the rights and results-based management (RRBM) training in preparation for the development of their new country programme document and UNSDCF. The RRBM training, applied to improving the enjoyment of child rights by all children, shifted the focus towards results, promoting accountability, efficiency and efficacy. The training also promoted the adoption of programmatic adjustments in case of changes in the programming context.</p> <p>23. In 2022, UNICEF concluded and rolled out the new country programme planning guidance, promoting the alignment of country programmes to the UNICEF Strategic Plan 2022–2025, the UNSDCF and national priorities.</p> <p>24. The new guidance enables better, more coordinated support by the entire United Nations development system to Governments in implementing the Sustainable Development Goals. It brings together planning streams for development and humanitarian contexts, integrating humanitarian-development-peace nexus considerations in country planning, and reflecting all United Nations reform requirements, including guidance on derivation of country programme documents from UNSDCF.</p> <p>25. The new country programme planning process also provides an opportunity for UNICEF staff to think strategically, reflect on lessons learned, articulate choices and trade-offs, work with Governments, consult other key stakeholders and partners, identify and innovate change strategies, and leverage partnerships and resources. One of the most emphasized messages across the new guidance package is the need to adapt</p>

<p><i>Quadrennial comprehensive policy review (QCPR) mandates (paras. 1–18)</i></p>	<p><i>Progress</i></p>
	<p>to each country’s specific context and the explicit recognition that not all change strategies, enablers, cross-cutting programmes and Goal Areas of the Strategic Plan apply to every country in the same way.</p> <p>26. While catering to the various programmatic contexts, the new guidance provides a common and standardized planning methodology, with a clearer, leaner and agile planning process that supports country offices in developing more realistic and programmatically sound interventions. It helps country offices to design country programmes that are more aspirational and transformational, aiming at contributing to systemic changes to achieve outcome-level results, in line with the outcome-oriented Strategic Plan.</p> <p>27. The guidance encourages offices to review and adapt their plans more frequently (at least on an annual basis, as required) and to break the barriers between humanitarian and development interventions, by creating one results plan. Importantly, it promotes the proactive collaboration with national counterparts and all relevant stakeholders.</p> <p>28. UNICEF shared the new guidance internally, with the regional and country offices developing their country programmes in 2023 and 2024, providing any additional resources needed on its internal PPPX platform, which serves as one-stop shop on knowledge management for UNICEF programming.</p> <p>29. UNICEF shared the new guidance externally, with the informal United Nations Strategic Planning Network (UNSPN). The approach raised significant interest from other agencies, and the United Nations High Commissioner for Refugees (UNHCR) used it to review its training packages.</p> <p>30. Together with members of the UNSPN, UNICEF reviewed and updated the United Nations results-based management handbook, which was shared with the United Nations Development Coordination Office (DCO) for review.</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)) – 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) 	<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>31. 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 basis of three criteria: under-five mortality rate, child population and gross national income per capita.</p> <p>32. Among the different types of funds UNICEF received, regular resources – which are 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.</p> <p>33. UNICEF also leveraged flexible thematic funds and 7 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>34. The UNICEF Strategic Plan, 2022–2025, was designed as the first of two sequential plans in a strategic approach to the attainment of the Sustainable Development Goals by 2030. It has an ambitious, outcome-oriented and long-term strategic planning vision focused on driving sustainable change to make a measurable difference in children’s lives, throughout the Decade of Action and beyond. It represents a shift in thinking that implicitly recognizes a shared struggle in accelerating progress towards the Sustainable Development Goals and the consequent need for fundamental change. It not only matched the ambition of the Sustainable Development Goals, but also responded to the need to operationalize and accelerate the existing mandates in the QCPR and to live up to the vision of Our Common Agenda.</p> <p>35. The Strategic Plan has a strong emphasis on breaking down programmatic and operational silos, thinking systemically and holistically, and leveraging cross-cutting and multisectoral approaches to accelerate progress towards the Sustainable</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<ul style="list-style-type: none"> – 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 sustainable development results at the country level and to promote national ownership and leadership [...]; (para. 22) – 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>[...] 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</p>	<p>Development Goals and support game-changing interventions. UNICEF began planning for a more evidence-based, rigorous and critical internal and regular reflection on the organization’s performance and effectiveness in making progress towards meeting the Strategic Plan outcomes and the child-related Sustainable Development Goals.</p> <p>36. UNICEF continues to be fully committed to enhancing the effectiveness and coherence of the United Nations development system. It is committed to the Secretary-General’s report, Our Common Agenda, 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.</p> <p>37. The UNICEF Strategic Plan 2022–2025 and Our Common Agenda were both framed by the COVID-19 pandemic, the climate crisis and protracted humanitarian crises, and are both clear in asserting that global, networked and concerted action is needed to accelerate progress towards achieving the Sustainable Development Goals, embracing an intersectoral approach towards inequality and development.</p> <p>38. In 2022, UNICEF agreed to co-lead on five proposals from Our Common Agenda that are critical to its mandate, related to: violence against women and girls; the Transforming Education Summit (TES); the development of a global vaccination plan; young people and decent jobs; and legal identity. In addition, UNICEF is collaborating on 13 additional proposals, including the Global Accelerator on Jobs and Social Protection.</p> <p>39. Work on these proposals was taken forward with partners at global and country levels. Following the TES, UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) continued to lead the support for countries to ensure education recovery and transformation remained high on the political agendas of Governments, and that the national statements of commitment made ahead of, and during, the TES were translated into government actions at scale. On legal identity, UNICEF worked with the United Nations Legal Identity Agenda Task Force in developing a normative framework and relevant guidance notes for United Nations country teams (UNCTs) and supporting countries through technical and financial assistance. With the World Health Organization (WHO) and other partners, UNICEF worked to advance the proposed Global Vaccination plan through the updated COVID-19 Vaccine Global Access (COVAX) strategy and implementation of the Immunization Agenda 2030. UNICEF continued to work with United Nations, Governments and other partners to help end violence against women and girls, and to accelerate the OCA</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<p>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 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 	<p>commitment to listen to, and work with, young people through the Global Initiative on Decent Jobs for Youth.</p> <p>3. The UNICEF comparative advantage</p> <p>40. The country programme is the primary means to achieve the UNICEF mandate to advance child rights and promote the development and well-being of children at scale, in support of national and global development priorities as well as humanitarian imperatives. To enable better, more coordinated support by the entire United Nations development system to host Governments in the implementation of the Sustainable Development Goals, UNICEF issued its new country programme procedure and country programme planning guidance in 2022, bringing together planning streams for development and humanitarian contexts; integrating humanitarian-development-peace nexus considerations in country planning; and reflecting all United Nations reform requirements, including guidance on the derivation of country programme documents from United Nations Sustainable Development Cooperation Frameworks.</p> <p>41. In delivering joint programmes, UNICEF identified the need for increased cohesion across agencies on implementation strategies and increased stakeholder capacity. UNICEF will revamp its internal system to measure results for children resulting from the investments in joint programmes at country level. This will also allow the impact of donor contributions to be recognized, and will facilitate the flow of resources. In collaboration with other United Nations agencies, UNICEF will prioritize responding to gaps in the interoperability of systems and processes affecting programme and operational aspects, in order to enhance efficiencies.</p> <p>42. UNICEF contributes to the system-wide, coherent implementation of mandates. Working within UNCTs in the context of the 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.</p> <p>4. Mainstreaming the Sustainable Development Goals at the country level</p> <p>43. UNICEF supported mainstreaming the Sustainable Development Goals at the country level by working closely with various United Nations agencies. In 2021, the Joint Mainstreaming, Acceleration and Policy Support (MAPS) Secretariat transitioned into the Integrated Policy and Practitioners' Network (IPPN) and, in 2022,</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
<p>with financial institutions and the private sector for achieving the Sustainable Development Goals in the post-COVID-19 era; (para. 27 (b))</p> <ul style="list-style-type: none"> – 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 request, for possible related future shocks including through contingency planning, risk information and early warning systems, where appropriate; (para. 27 (d)) <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 	<p>UNICEF remained an active founding member of the Network together with UNDP, the International Labour Organization and other agencies. Through monthly IPPN knowledge cafes, United Nations agencies shared tools and frameworks with staff worldwide using an inter-agency approach. These sessions provided a platform for countries to showcase inter-agency initiatives in support of the Sustainable Development Goals and promote learning among United Nations staff and national partners.</p> <p>44. The MAPS e-course on AGORA, the UNICEF global hub for learning, continued to be popular, with the registration of more than 2,000 United Nations staff and partners. The Arabic version of the e-course launched in 2022, made possible by the United Nations Economic and Social Commission for Western Asia, helped expand integrated policy support capacity for both United Nations staff and national partners. The IPPN worked closely with the United Nations System Staff College to develop a full e-course on integrated policy support, to be launched in the first half of 2023.</p> <p>5. Poverty eradication</p> <p>45. Child poverty has impacts across all of the Sustainable Development Goals. It has devastating consequences for children, affecting their physical, cognitive and social development, the realization of all their rights, and the weakening of their life chances and ability to realize their full potential. 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 cycles of poverty.</p> <p>46. In 2022, UNICEF continued to support nationally owned analysis and monitoring of child poverty, its prioritization in national strategies, policies and programmes, and capacity-building on child poverty measurement. Using nationally owned measurement and routine reporting systems, countries continued to monitor child poverty, with 70 countries reporting on multidimensional child poverty and 74 countries reporting on monetary child poverty. Overall, 38 countries reported that measurement, analysis or advocacy led to policies and programmes that reduced child poverty.</p> <p>47. UNICEF brought high global visibility to children living in poverty by drafting and disseminating a Policy Agenda to End Child Poverty,⁶ in partnership with the Global Coalition to End Child Poverty. This outlined that, while contexts vary,</p>

⁶ End Child Poverty Global Coalition, *Ending child poverty: a policy agenda* (n.d.). Available at https://static1.squarespace.com/static/56588879e4b0060cdb607883/t/634c6198f77b8b342de40f8e/1665950105327/Ending+child+poverty_a+policy+agenda.pdf.

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<p>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))</p> <p>– 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> <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,</p>	<p>experience shows that a core agenda for action to address child poverty includes: (a) building national support, making child poverty reduction an explicit national priority in national budgets, policies and laws, and ensuring that child poverty is measured and routinely monitored; (b) expanding child-sensitive social protection, including universal child benefits, to reduce child poverty directly and support the effectiveness of other policies and basic service provision for children; (c) improving access and prioritizing funding of quality public services, especially for the poorest children, including access to quality health and education services; and (d) promoting decent work and an inclusive growth agenda to reach families and children in poverty.</p> <p>48. In 2022, in collaboration with the World Bank, UNICEF analysed the impact of the pandemic on households with children, compared with households without children,⁷ highlighting significant differences. For instance, 76 per cent of households with three or more children reported experiencing total income loss, versus 55 per cent of households with no children, and 24 per cent of households with three or more children reported an adult member who went without eating for a whole day due to lack of money or other resources, versus 14 per cent of households with no children.</p> <p>6. Social protection</p> <p>49. 2022 marked the first year of implementation of the new focus of Goal Area 5 on child poverty and social protection, as designated by the UNICEF Strategic Plan, 2022–2025. Goal Area 5 envisions a world where, in all contexts, including humanitarian crises and fragile settings, every child, including adolescents, has access to inclusive social protection and lives free from poverty. The Goal Area includes a strong focus on expanding coverage of social protection for children, particularly on inclusive social protection, reaching the most vulnerable, including girls, children with disabilities and migrant children, as well as strengthening the shock-responsiveness of social protection systems to better respond to crises.</p> <p>50. Engagement at the global and country levels increased, with around 150 UNICEF country offices working on strengthening social protection systems in 2022. Cash transfer programmes supported by UNICEF reached nearly 130 million children in more than 150 countries, including those in fragile and humanitarian contexts. In addition, UNICEF support to systems-strengthening led to 60 countries having strong</p>

⁷ World Bank and UNICEF, *The impact of COVID-19 on the welfare of households with children: an overview based on high frequency phone surveys* (Washington, DC, World Bank, March 2022). Available at www.unicef.org/reports/impact-covid-19-welfare-households-children.

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<p>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, 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 	<p>or moderately strong social protection systems, and 18 countries with strong shock-responsive systems, ready to respond to crises.</p> <p>51. In 2022, UNICEF scaled up gender-transformative and disability-inclusive social protection programmes. Social protection programmes in 37 out of 115 reporting countries reached gender-responsive and gender-transformative status, up from 22 in 2021, while 83 countries supported Governments to make social protection systems inclusive of children with disabilities, up from 26 in 2019.</p> <p>52. UNICEF worked closely with other United Nations agencies and international financial institutions, along with other partners, to strengthen the United Nations system’s programme support on social protection. UNICEF co-authored a joint United Nations approach paper published and launched in 2022,⁸ bringing key agencies working on social protection together to review the history of collaboration and agree on forward-looking priorities, challenges and ways to address them.</p> <p>53. UNICEF provided extensive leadership in global social protection forums, including as a co-lead of the Global Accelerator on Jobs and Social Protection, which is one of the Our Common Agenda workstreams on which UNICEF collaborates. As the Chair of the newly established working group on financing under the Universal Social Protection 2030 (USP 2030) partnership, UNICEF co-led inter-agency discussions to come to a global agreement on common principles for financing universal social protection, underpinned by human rights and life-cycle principles. UNICEF also maintained its leadership of the Social Protection Inter-agency Cooperation Board working groups on linking humanitarian (cash) assistance with social protection, gender-responsive social protection and disability.</p> <p>B. Building back better in the post-COVID-19 era</p> <p>1. The UNICEF response to the COVID-19 pandemic</p> <p>54. Throughout 2022, UNICEF implemented a comprehensive response strategy to help end the acute phase of the global COVID-19 pandemic, while working to build resilient systems to maintain essential health services and prepare for future pandemics and other shocks.</p>

⁸ International Labour Organization, Food and Agriculture Organization of the United Nations and UNICEF, *UN collaboration on social protection: reaching consensus on how to accelerate social protection systems-building* (Geneva, 2022). Available at www.social-protection.org/gimi/RessourcePDF.action?id=57768.

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<p>time frame, with the aim of reducing need, vulnerability and risk over time [...]; (para. 36 (a))</p> <ul style="list-style-type: none"> – 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 with Member States on its work; (para. 36 (c)) <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</p>	<p>55. With support from the Access to COVID-19 Tools Accelerator (ACT-A) Humanitarian Action for Children (HAC) appeal, UNICEF worked with Governments and partners to support in-country delivery of COVID-19 vaccines in 2022, with a focus on interventions that strengthened primary health-care systems, supported the delivery of diagnostic tests and related technical assistance, strengthened oxygen systems and the delivery of novel and repurposed therapeutics, provided front-line workers with personal protective equipment (PPE) and supplies to work safely, and supported risk communication and community engagement (RCCE) to promote the uptake of COVID-19 vaccines, tests and treatments.</p> <p>56. By the end of 2022, with funds from the ACT-A HAC appeal, UNICEF had:</p> <ul style="list-style-type: none"> (a) supported the administration of 2.82 billion doses of COVID-19 vaccines in low- and middle-income countries, including in 34 priority countries of the COVID-19 vaccine delivery partnership; (b) delivered 2.1 million COVID-19 diagnostics tests to countries that were responding to humanitarian situations; (c) delivered 14.6 million treatment courses of molnupiravir antiviral medication to 7 low- and middle-income countries; (d) provided ongoing supply and technical support for increased oxygen access, including for the implementation of 123 oxygen plants in 32 countries across 7 regions; (e) shipped \$64.8 million worth of PPE to 44 countries responding to the COVID-19 global health emergency; (f) supported 133 low- and middle-income countries to roll out RCCE and promote trust in COVID-19 tools, including the integration of COVID-19 vaccination with other routine immunization. <p>57. As global partners and countries continue to transition towards integration and strengthening of primary health care with increased resilience to challenges, UNICEF is making strategic adjustments to move away from pillar-specific approaches towards systems-building. This includes maintaining essential health-care services at the facility and community levels; promoting integrated and bundled service delivery (including to boost vaccine uptake, testing and care-seeking); building and maintaining sustainable oxygen systems for broader maternal, newborn and child survival; engaging communities through multiple platforms for RCCE; strengthening data and digital health solutions; reinforcing infection, prevention and control, and</p>

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<p>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 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 [...]</p>	<p>water, sanitation and hygiene in primary health-care settings; and ensuring that investments have long-term impacts on health outcomes beyond COVID-19. UNICEF remains engaged with ACT-A partners, drawing on lessons learned during the pandemic response to foster stronger public health emergency preparedness and response.</p> <p>2. Strengthening health emergency preparedness and response</p> <p>58. In alignment with WHO and other partners, UNICEF developed recommendations and commitments for strengthening the global architecture, financing and systems for public health emergency preparedness and response in a way that puts the best interests of children, women and marginalized communities at the centre of collective actions. The focus was simultaneously on preventing public health emergencies, responding to public health threats, and mitigating and addressing their socioeconomic consequences with a whole-of-society approach.</p> <p>59. As detailed in the UNICEF white paper, “Putting the Best Interests of Children, Women and their Communities at the Centre of Public Health Emergency Preparedness and Response”, UNICEF will (a) prioritize and invest in robust primary health-care systems; (b) ensure water, sanitation and hygiene services for all; (c) invest in strong immunization systems to reach the most marginalized; (d) strengthen the capacities of first responders (e.g., community health workers, educators, social workers); (e) ensure that no child misses out on their education; (f) foster social cohesion and build trust through social protection systems; (g) strengthen systems to care for and protect the most vulnerable children; (h) invest in informed and better decision-making through data systems; and (i) make lifesaving countermeasures universally accessible, relevant and acceptable to all.</p> <p>C. Normative support to fulfilling human rights commitments</p> <p>60. UNICEF contributed to global child rights monitoring by bringing violations of children’s rights to the attention of United Nations human rights mechanisms, including treaty bodies such as 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, as well as United Nations Special Procedures and the universal periodic review.</p> <p>61. Globally, 90 per cent of UNICEF country offices supported a follow-up at country level to the recommendations of the Committee on the Rights of the Child in 2022,</p>

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<p>promote the conducive environment for volunteerism and volunteers to enhance the sustainability of development results; (para. 45)</p>	<p>compared to 84 per cent in 2021. A large majority of country offices specifically incorporated follow-up actions into UNICEF country programmes and advocated with relevant duty bearers for implementing the recommendations under their responsibility. In addition, three quarters of country offices involved in the 2022 reporting process on the Convention on the Rights of the Child included participation by children and civil society organizations (CSOs).</p> <p>62. UNICEF and the Committee on the Rights of the Child held their eighth biennial meeting, during which both entities agreed on collective and mandated responsibilities towards a rights-based global agenda for children. The meeting resulted in the endorsement of a joint workplan identifying opportunities for joint advocacy to elevate child rights, and joint work in support of the Committee’s interpretative guidance of the articles of the Convention on the Rights of the Child.</p> <p>63. On Human Rights Day, the UNICEF Executive Director and the Chair of the Committee on the Rights of the Child issued a joint statement, reminding world leaders that ‘child rights are human rights, today and every day’. UNICEF pledged its support for strengthened advocacy for ratification and implementation of the Convention on the Rights of the Child Optional Protocol on a Communications Procedures, including the organization of a high-level event, together with the Governments of the Czech Republic and Slovakia, on children’s access to justice and promoting ratification of the Optional Protocol.</p> <p>64. UNICEF amplified global and national child rights advocacy through its engagement with the Human Rights Council, the Third Committee of the General Assembly, and in other United Nations-wide forums. UNICEF also strengthened its engagement with broad-based national human rights institutions and dedicated independent institutions with a child rights mandate. Globally, 53 per cent of UNICEF country offices reported engagement with independent human rights institutions with a child rights mandate in 2022, compared to 45 per cent in 2021.</p> <p>D. Climate- and environment-responsive approach</p> <p>65. The UNICEF Strategic Plan, 2022–2025, recognized the urgent need to address climate change and environmental degradation, as they threaten children’s survival, development and well-being. The plan acknowledged the importance of a coordinated approach to combat this global challenge effectively. The plan was designed to strengthen the connection between responses to climate change and disaster risk reduction, as children require comprehensive solutions that address the impacts of both</p>

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	<p>sudden-onset disasters and long-term climate change. To achieve this goal, UNICEF is activating all its impact levers, including its global programmes, advocacy and communications, operations and supply chains.</p> <p>66. Moreover, UNICEF emergency and development programmes prioritized reducing environmental harm, and the organization committed to implementing environmental and social standards as part of its corporate framework. This commitment was complemented by a stronger emphasis on multidimensional risk-informed programming, where climate, environment and disaster risk reduction are intrinsic components.</p> <p>67. The focus on building resilience and bridging the humanitarian-development-peace nexus is closely linked to UNICEF programmatic efforts to holistically address the challenges of climate change and environmental degradation.</p> <p>68. UNICEF key strategies include enhancing the resilience of social services during humanitarian and protracted crises, empowering children and young people to take action against the detrimental effects of climate change and environmental degradation, and reducing the organization’s own carbon footprint.</p> <p>69. In 2022, UNICEF supported 69 countries in implementing child-sensitive programmes to promote climate and disaster resilience, reduce environmental degradation and advance sustainability. Additionally, UNICEF engaged children and young people in 68 countries, encouraging them to participate in initiatives to mitigate climate and disaster risk; it played a pivotal role in delivering climate-resilient water, sanitation and hygiene (WASH) services in 64 countries and strengthening climate-resilient health-care facilities in 59 countries; and it updated preparedness frameworks and actions in 64 countries to ensure they were more child-sensitive.</p> <p>70. UNICEF greening efforts are tightly linked to its mandate and the right of children to a healthy environment. In 2022, UNICEF continued making strides to reduce its operational climate and environmental footprint in several areas:</p> <p>(a) United Nations coordination: UNICEF aligned with the United Nation’s Secretariat Climate Action Plan, which set targets for reduction of greenhouse gas emissions and sourcing electricity from renewable energy. UNICEF actively engaged in inter-agency collaboration, increasing its performance on United Nations common premises by 3 per cent annually from the 2018 baseline of 42 per cent, contributing to reducing its office footprint and carbon emissions. UNICEF signed the Global</p>

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	<p>Agreement for vehicle leasing with the UN Fleet, a joint venture by the World Food Programme and UNHCR, which contributes to reducing carbon emissions.</p> <p>(b) UNICEF continued applying its triple approach in operations: (i) monitor carbon footprint consistently; (ii) reduce energy consumption and greenhouse gas emissions; and (c) offset unavoidable emissions from operations. UNICEF has remained carbon neutral since 2015.</p> <p>(c) Greening and Accessibility Fund: UNICEF established funds to implement eco-efficiency and accessibility projects.</p> <p>(d) Core values: UNICEF embraced “environmental sustainability” as an organizational core value and strategically implemented it across operations, promoting sustainability awareness and practices, such as the pledge to act sustainably by all staff.</p> <p>(e) Training: UNICEF developed dedicated training modules on eco-efficiency, accessibility and sustainable fleet management to build the capacity of operations staff.</p> <p>E. Strengthening data and statistical capacity</p> <p>71. UNICEF is an active 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. In 2022, the Committee focused on modernizing the United Nations Statistical System, leading system-wide thinking on data governance and the way to measure human progress beyond GDP.</p> <p>72. While supporting these United Nations-wide statistical activities, UNICEF continued supporting countries in using 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”, such as big data, remote sensing and e-government data, as well as the necessary tools to analyse them, give insights and otherwise unavailable information, and support e-data-collection at community level for local analysis and action.</p>

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	<p>73. As custodian of 19 Sustainable Development Goal indicators, UNICEF engaged countries in both developing measurement methodologies and implementing those methodologies to monitor those goals in fully disaggregated form.</p> <p>F. Sharing knowledge and best practices</p> <p>74. In 2021, UNICEF, in collaboration with UNFPA, UNHCR, WFP and the United Nations Secretariat, posted civil society partnership opportunities through the United Nations Partner Portal,⁹ promoting greater transparency and partnership diversification and localization. In 2022, the number of United Nations agencies using the portal increased from 4 to 7, with several other agencies in the pipeline. The portal created significant opportunities to share and harmonize processes in identifying and selecting implementing partners through calls for expressions of interest, as well as receiving unsolicited creative ideas and initiatives from CSO partners. There are 30,422 CSOs registered (of which 23,755 are local and 6,667 are international), representing a 50 per cent increase from 2021.</p> <p>75. In 2022, United Nations agencies took the initiative to further harmonize their due diligence and risk management approaches to sexual exploitation and abuse and to review the template for a partner declaration. These new approaches will be used, as of 2023, to document and share all capacity assessments of implementing partners on protection from sexual exploitation and abuse. They are expected to increase efficiency and collaboration among United Nations agencies and CSOs, compared to agency-specific systems.</p> <p>76. In 2022, UNICEF began to pilot an external knowledge-sharing platform and developed a draft inter-agency toolkit to measure the uptake of knowledge. An increasing number of offices shared UNICEF knowledge products publicly on the web, partnering with local institutions for knowledge generation and use, documenting lessons learned from their programmes and sharing them externally.</p> <p>77. In 2022, UNICEF transfers to partners for programme implementation increased by 26 per cent, from \$2.4 billion in 2021 to \$2.9 billion in 2022. UNICEF partnered with 9,517 entities for programme implementation, in both humanitarian and development contexts. CSOs received \$1.7 billion (57 per cent), while \$1.3 billion (43 per cent) supported interventions by government entities. About two thirds (\$1.0 billion out of \$1.7 billion, or 62 per cent) of the transfer to CSOs was sent to local</p>

⁹ United Nations Partner Portal. Available at www.unpartnerportal.org.

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	<p>CSOs. In addition, \$400 million was used for joint implementation with United Nations agencies.</p> <p>78. Implementing partners benefited from progress in flexibility of funding, and UNICEF exceeded its Grand Bargain commitment to transfer 25 per cent of humanitarian funds to local actors by 2023. In 2022, \$967 million (79 per cent) of the other resources (emergency) (ORE) were transferred to local and national actors, a significant increase from 29.3 per cent in 2021. Some 41 per cent of humanitarian resources were transferred to local/national CSOs, while 38 per cent supported local/national government response. Furthermore, a growing number of UNICEF country offices (79 per cent in 2022, compared to 53 per cent in 2021) had at least 25 per cent of their humanitarian funding transferred to local/national responders.</p> <p>79. Such a positive trend in localization and diversified implementation partnerships is partly attributed to the use of the United Nations Partner Portal to identify partners, as well as to ongoing efforts by UNICEF to simplify and streamline partnership processes, making them more accessible for a diverse range of partners, including in complex humanitarian settings.</p> <p>G. Strategic focus on South-South cooperation</p> <p>80. Of 129 country programmes, 79 (or 61 per cent) reported undertaking activities in support of South-South and triangular cooperation (SSTC) in 2022, exceeding the milestone target of 60 per cent.</p> <p>81. UNICEF country offices in Brazil and China continued to drive engagement in South-South cooperation. Funding through SSTC was mostly from other (non-core) resources, with the bulk coming from China. In 2022, UNICEF China reported \$1.7 million in income against a high level of pipeline funding. In addition, the Government of China allocated an annual \$700,000 in unearmarked funding for triangular cooperation linked to its annual regular (core) resources contribution of \$1.0 million. UNICEF Brazil received \$200,000 in 2022 from the Government of Brazil. The India, Brazil, South Africa Fund allocated \$1.0 million funding to Angola to support a simplified sewage system in the Municipality of Viana.</p> <p>82. With support from UNICEF China, 13 projects in education, health and COVID-19 and emergency responses funded by the Chinese Global Development and South-South Cooperation Fund (GDF) were completed in 2022. UNICEF supported the</p>

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	<p>launch of two triangular cooperation projects funded by the Chinese Ministry of Commerce, as well as six new GDF project proposals with a total value of \$9.0 million.</p> <p>83. In collaboration with the Ministry of Emergency Management, UNICEF China soft-launched the knowledge hub for South-South cooperation on Disaster Risk Reduction Innovation and Technology. In collaboration with the Ministry of Agriculture and Rural Affairs, it initiated a rural sanitation clinic training facility for policymakers, technical personnel, enterprises and their counterparts overseas engaged in South-South cooperation on sanitation. Existing modalities included a centre of excellence on maternal, newborn and child health and an online platform for communication on South-South cooperation.</p> <p>84. Following formal requests for cooperation with Brazil from the Governments of Burundi, Ethiopia, Eswatini, Madagascar, Malawi, Mozambique, Namibia and Rwanda, UNICEF Brazil and the UNICEF Eastern and Southern Africa Regional Office supported a technical mission to Brazil. UNICEF Brazil also facilitated a mission from the Islamic Republic of Iran to Brazil to learn how Brazil translated policies and legislation into social protection programmes. The mission was organized by UNICEF (in the Islamic Republic of Iran and Brazil), the Brazil Cooperation Agency, the Brazilian Ministry of Citizenship and the International Policy Centre for Inclusive Growth.</p> <p>85. UNICEF participated in the 2022 Global South-South Development Expo in Bangkok, and co-organized four thematic solution events with UNESCO, UNFPA and the Pan American Health Organization, in health, education and social protection. Government representatives from Brazil, China, South Africa and Thailand exchanged experiences on the child-centred Sustainable Development Goals while discussing how to build multi-stakeholder partnerships, transfer solutions and increase access to technical cooperation and resources through SSTC.</p> <p>86. In January 2022, UNICEF organized a global meeting on SSTC to review progress and opportunities. It formalized a partnership with the African Union Development Agency-New Partnership for Africa’s Development (AUDA-NEPAD) to promote demand-driven SSTC from Africa and to support resource mobilization. The UNICEF programme guidance note on SSTC will be updated in 2023 to enhance UNICEF support to SSTC and increase resource mobilization.</p> <p>87. UNICEF China commissioned an external documentation and assessment of UNICEF implementation of South-South Cooperation Assistance Fund projects</p>

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	<p>between 2017 and 2021, with the participation of a number of country offices and headquarters.</p> <p>H. Enhancing coordination across development, humanitarian and peacebuilding efforts</p> <p>88. In 2022, in line with the management response to the 2021 formative evaluation of UNICEF work to link humanitarian and development programming, UNICEF launched new country programme planning guidance that directed country offices to consider humanitarian, development and peacebuilding aspects when developing country programmes, including in their analysis, theories of change, results and resource plans.</p> <p>89. At the policy level, UNICEF revised its procedure on the humanitarian, development and peace nexus, which aimed to support the achievement of sustainable results and building resilience in fragile settings. The procedure provided instructions on how UNICEF offices, at country, regional and headquarters levels, would systematically improve the coherence and complementarity between humanitarian action, support for sustainable development, and approaches to peacebuilding and sustaining peace. In doing so, UNICEF programmes would address the root causes of fragility while strengthening resilience and building the capacity of individuals, communities and institutions to prevent, prepare and respond to crises while meeting the needs of children. This approach aligned with the priorities of the UNICEF Strategic Plan, 2022–2025, and the Core Commitments for Children in Humanitarian Action.</p> <p>90. UNICEF deepened its policy work to influence the way Governments and the humanitarian community understand the risks children face and prepare for effective responses to these risks:</p> <p>(a) UNICEF is innovating new ways to leverage child risk data to inform preparedness, prioritization and decision-making, underpinned by a strong equity lens. The child risk data initiative is piloting in Antigua and Barbuda, Cambodia, Kenya and Somalia. It combines subnational data on climate and other hazards with indicators on child vulnerability to help UNICEF and partners prioritize programming and emergency preparedness based on evidence about where needs are greatest.</p> <p>(b) UNICEF is working internally and with partners to embed anticipatory action as part of good programming practices, linked to preparedness, early action and the following response. UNICEF has been a leading actor in the Central</p>

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	<p>Emergency Response Fund anticipatory action pilot series, implementing anticipatory action frameworks in all 12 countries (plus a related early action in South Sudan), covering drought, flood and cyclones. UNICEF is participating in internal forums, including the Anticipation Hub, to improve practice internally and externally, and currently finalizing a corporate anticipatory action strategy.</p> <p>91. In 2022, under Inter-Agency Standing Committee Task Force 4 on Humanitarian Development Collaboration and Linkages to Peace, UNICEF engaged in developing sector-/cluster-specific practical guidance to strengthen humanitarian-development-peace collaboration. Similarly, UNICEF supported efforts to identify opportunities and challenges facing humanitarian organizations in the delivery of basic services in fragile settings.</p> <p>92. Under the United Nations Development Assistance Committee (DAC) Dialogue to implement the DAC Recommendation on the Humanitarian-Development-Peace Nexus, UNICEF helped to identify challenges and opportunities for improved financing across the nexus. UNICEF also took part in a survey on the mapping of nexus capacities and a discussion on how to bring these together at the country level. UNICEF will continue its engagement in the Nexus Academy, including through co-developing a new governance structure for the academy, starting in 2023.</p> <p>I. Disaster risk reduction in planning and programming</p> <p>93. UNICEF remains a 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. 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>94. Every year, UNICEF participates in the United Nations Senior Leadership Group on Disaster Risk Reduction, the United Nations Disaster Risk Reduction Focal Points Group and the Capacity for Disaster Reduction Initiative, among other inter-agency initiatives.</p> <p>95. Building on past years’ progress UNICEF, together with partners, continued to advance the mainstreaming of disaster risk reduction into UNSDCFs and CCAs, paired with capacity-building and partnerships with relevant Government counterparts to implement solutions at national and subnational levels. UNICEF made significant</p>

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	<p>headway in filling data and evidence gaps related to child vulnerability, to better inform practical action to implement UNSDCFs and Government plans and commitments. This has included building on the Children’s Climate Risk Index to pilot new methodologies at national and subnational levels that not only inform processes, but also link to open data platforms used by all partners (e.g., the INFORM index for risk management) and which can be replicated in other countries.</p> <p>J. Education</p> <p>96. The global disruption to education caused by the COVID-19 pandemic was without parallel, and the effects on learning are severe. The crisis brought education systems across the world to a halt, with school closures affecting more than 1.6 billion learners at the peak of the pandemic. While nearly every country offered remote learning opportunities for students, the quality and reach of such initiatives varied greatly and were, at best, partial substitutes for in-person learning. Evidence of the detrimental impacts of school closures on children’s learning offer a harrowing reality: learning losses are substantial, with the most marginalized children and young people disproportionately affected. The global learning crisis has grown by even more than previously feared. In low- and middle-income countries, the share of children living in learning poverty – already over 50 per cent before the pandemic – has increased to 70 per cent.</p> <p>97. Despite the challenges, however, significant efforts have been made to ensure recovery of the learning losses, including leveraging technology and accelerated learning methods in 2022:</p> <p>(a) UNICEF spent \$1.6 billion globally to support programmes on equitable and inclusive access to learning opportunities. As a result, 37.9 million out-of-school children and adolescents accessed education (49 per cent girls). Among them, 3.1 million were on the move and 18.6 million were in humanitarian settings. UNICEF support to strengthen education systems for access led to 47 per cent of the countries having inclusive and gender-equitable system for access to learning opportunities.</p> <p>(b) UNICEF spent \$576 million globally to improve learning outcomes. As a result, 28.3 million children (3.8 million in humanitarian settings) received learning materials. With UNICEF support, 41 per cent of countries had reported having inclusive and gender-responsive systems for learning and development, and 49 per cent reported having effective student and community participation within the</p>

<i>QCPR mandates (paras. 19–45)</i>	<i>Progress</i>
	<p>education system. A total of 85,099 school management committees or similar bodies received training through UNICEF-supported programmes.</p> <p>(c) Out of 80 million children targeted in the HAC appeal, 34.5 million children were reached. In addition, to support for COVID-19 pandemic recovery, UNICEF continued to negotiate with parties to conflict and armed groups to protect education from attacks and to encourage the endorsement and implementation of the Safe Schools Declaration. By November 2022, 116 countries had endorsed the declaration, with Colombia, the Republic of Congo and Tunisia being the latest countries to commit.</p> <p>(d) UNICEF programmes engaged 16.1 million adolescents (45 per cent girls) across 89 countries, including 344,000 in humanitarian action. This result is 20 per cent below target, which is explained by the decrease in the number of adolescents engaged in humanitarian action due to scaling down of the COVID-19 response. On the other hand, the number of young people engaged in development context kept rising, by nearly 2 million in 2022 alone. The most common Goal Area young people engaged on was education (around 30 per cent of thematic focus), followed by child protection, health and WASH (around 15 per cent each).</p> <p>K. Taking action to prevent and eliminate all forms of violence and discrimination against women and girls</p> <p>98. Significant acceleration is required across all contexts to meet the Sustainable Development Goals related to child protection. Risks are heightened for children living in countries affected by fragility and conflict, which are furthest behind in attaining the goals. Child marriage and female genital mutilation (FGM) declined in recent decades but are now expected to increase. At the same time, the exponential growth of violence against children in the virtual world poses further complex challenges.</p> <p>99. UNICEF is increasing efforts to address the global crisis of violence against children and women through multisectoral approaches that tackle the gender dimensions of violence across all its Goal Areas. This includes a more pronounced focus on prevention through changing gender norms that perpetuate and are reinforced by violence.</p> <p>100. In 2022, health, social welfare and justice-related services supported by UNICEF reached, across 109 countries, 4.7 million children who experienced violence (out of those disaggregated by gender, 48 per cent were girls). UNICEF also supported</p>

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	<p>partners to strengthen national legislative and policy frameworks to protect children and confront gender-based violence (GBV). In 2022, 43 countries had such frameworks in place to end child sexual exploitation, compared to 29 in 2021.</p> <p>101. As a key component of prevention, UNICEF strengthened social and behaviour change and gender-transformative programming to address the determinants of violence, exploitation and harmful practices affecting children, particularly girls, and women. In 2022, 31.1 million people engaged in reflective dialogue on discriminatory social and gender norms and harmful practices through community platforms, up from 22.3 million in 2021, marking a 40 per cent increase. In an effort to break intergenerational family violence, approximately 11.8 million parents and caregivers across 81 countries were reached through UNICEF-supported parenting programmes, almost three times more than in 2021.</p> <p>102. Harmful practices, rooted in gender discrimination, though in decline over the past decade, continue to directly impact millions worldwide. In its fourth phase, the UNICEF-UNFPA Joint Programme on the Elimination of Female Genital Mutilation accelerated action by focusing on policy advocacy and monitoring, evidence-generation, girls' agency, and shifting harmful norms. Over 383,736 women and girls in 19 high-burden countries received UNICEF-supported prevention and protection services in 2022. UNICEF also developed and rolled out a maturity model in 12 countries to measure and monitor changes in the management of national policies addressing harmful practices.</p> <p>103. In 2022, 41 UNICEF countries implemented prevention and care interventions to address child marriage, delivered through safe spaces, mentorship, literacy, sexual and reproductive health services, and livelihood skills steered through the UNFPA-UNICEF Global Programme to End Child Marriage (launched in 2016). The number of adolescent girls receiving such interventions through UNICEF-supported programmes increased sharply to 17.2 million from 7.6 million in 2021. UNICEF and partners continued to prioritize investment in quality disaggregated data and research, critical to support evidence-based policies and programmes. The Child Marriage Monitoring Mechanism, in its second year of implementation, included 50 new child marriage analytical country data profiles in 2022.</p> <p>104. UNICEF provided targeted support to the UNFPA-UNICEF joint programmes mentioned above, focused on strengthening evidence-generation and learning through the Strategic Technical Assistance for Research initiative to end harmful practices, launched in 2021. The initiative provided comprehensive evidence support including technical assistance on research design and delivery, evidence synthesis and</p>

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	<p>knowledge translation to 26 research studies to inform efforts to end child marriage and FGM across 13 UNICEF and UNFPA country and regional offices.</p> <p>105. In 2022, UNICEF reached over 5 million women and children in 65 countries with GBV risk mitigation interventions, and almost 6 million in 64 countries through GBV prevention programming, including in many challenging humanitarian contexts, such in Afghanistan, the Horn of Africa, Pakistan and Ukraine.</p> <p>106. Looking forward, UNICEF will accelerate progress on Sustainable Development Goals 3, 5, 8 and 16, including by scaling up evidence-based prevention approaches to child protection and strengthening child protection systems, particularly through building the capacity of the social service workforce and deepening cross-sector collaboration. UNICEF will reset the global agenda to eliminate child marriage and FGM, particularly through scaling up work with and for adolescent girls and in partnership with other sectors. UNICEF will prioritize operationalizing strategic shifts in addressing violence against girls, boys and women more holistically through adjusted programming approaches and will advance a related research agenda.</p> <p>107. The UNICEF evidence functions – including UNICEF Innocenti, the Office of Global Insight and Policy, the Division of Data, Analytics, Planning and Monitoring and the Evaluation Office – played an instrumental role in guiding the organization’s expanded approach to the prevention of violence against girls, boys and women, relying on gender-transformative interventions.</p> <p>108. In 2022, UNICEF generated and disseminated evidence in support of its programming in this area and contributed to the field more broadly. Key highlights included: (a) producing impactful publications, including a systematic review of the evidence on the co-occurrence of intimate partner violence and violence against children globally and in selected Latin American and Caribbean countries, a special supplement of the Journal of Adolescent Health on child marriage, and a research report on COVID-19 and violence against refugee and migrant women and girls in Italy; (b) supporting the implementation of the largest global conference on violence against children and women, which brought together 1,100 researchers, policymakers and donors; (c) implementing a donor round-table to review evidence on gender-transformative, life-course approaches to ending violence; (d) developing, with WHO and the Sexual Violence Research Initiative, a shared research agenda on the intersections between violence against children and violence against women; and (e) continuing to provide evidence input for high-level global processes, including The Lancet Commission on Violence against Children and Women and the Global Partnership for Action on Gender-Based Online Harassment and Abuse, led by the</p>

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	<p>Governments of Denmark, the United Kingdom of Great Britain and Northern Ireland and the United States of America.</p> <p>109. Strategic partnerships with coordinated interventions and targeted, large-scale investments remained instrumental. UNICEF implemented interventions through the European Union-United Nations Spotlight Initiative across 25 countries and three regional programmes (Africa, the Caribbean and the Pacific), with significant impact, as shown in the examples below.</p> <p>110. In Jamaica, the Teen Hub health facility is demonstrating that adolescents will access health services if they feel respected and safe. More than 7,000 adolescents visited the facility in 2022, using the safe space for socializing and accessing mental health, sexual and reproductive health and career counselling services.</p> <p>111. In Papua New Guinea, a UNICEF-supported multisectoral programme, part of the Spotlight Initiative, scaled up interventions in 2022, emphasizing systemic, transformative change across multiple settings. Parenting interventions to prevent violent discipline and promote positive parenting – conducted by more than 400 UNICEF-trained community parenting facilitators – reached 4,400 parents and 9,200 children. In schools, 3,500 students participated in Safe School clubs, and almost 6,000 teachers underwent psychosocial support training to benefit 104,000 students. Through multiple traditional and social media awareness-raising activities, more than 105,000 people were reached with messages about harmful gender norms and behaviours.</p> <p>112. In Mali, UNICEF and partners provided psychological support in transit and orientation centres to more than 28,400 conflict-affected adolescents (47 per cent girls), a significant increase from the 20,800 adolescents supported in 2021, resulting from earlier investment in the capacity-building of social workers in case management, standard operating procedures and referral. With support from the Spotlight Initiative, the Government established 15 one-stop centres around the country to provide holistic care to GBV victims.</p> <p>113. Also in Mali, 1,561 independent community-based mechanisms were put in place to alert, prevent and support GBV survivors through the Spotlight Initiative, including 768 alert committees on GBV and 793 “model husbands” clubs in Kayes, Koulikoro, Sikasso, Segou and Bamako. UNICEF and UNFPA served as the first level of referral and management of cases. Approximately 8,000 Committee members (50 per cent women) received training in GBV prevention, referral, response, legal assistance and</p>

psychological first aid. Independent community-based mechanisms assisted 145 girls aged 13–16 years to escape child marriage and 84 girls aged 0–9 years to escape FGM.

L. Least developed countries, landlocked developing countries and small island developing states

114. UNICEF supported the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (SIDS) by providing available data on children and analysis of systems for data strengthening, with the aim of accelerating development in these contexts. Sharing these data was possible through the database hosted at data.unicef.org, which had more than 3.7 million visitors in 2022.

115. The support provided also included support to Multiple Indicator Cluster Surveys (MICS) in least developed countries (LDCs), and many SIDS in the Caribbean and the Pacific. The support to these countries enabled governments to collect data not only on children’s issues, but on about half of the Sustainable Development Goals indicators that can be identified from a household survey.

116. In addition, the innovation of MICS-Plus was piloted in Fiji, where the full MICS survey was followed with a subset of the full sample of households, with bi-monthly telephone interviews that enabled inquiries on specific issues as well as the ability to see change in an indicator over the course of a year, or in a crisis.

117. UNICEF was actively involved in the Fifth United Nations Conference on the Least Developed Countries, held in New York in 2022 and Doha in 2023, with representation at Assistant Secretary-General level. UNICEF co-hosted the side event on “Unleashing the Power of Youth: supporting youth-led climate action in LDCs”. The session promoted an intergenerational dialogue between young people, Member States, United Nations entities and development partners on the climate change agenda in LDCs.

M. Collaboration with multilateral development banks

118. With poverty, climate change and inequality emerging as the defining issues of the era, UNICEF strategic partnerships with multilateral development banks (MDBs) are necessary to protect children’s rights, help meet their basic needs and expand their opportunities to reach their full potential. The nature of UNICEF collaboration with MDBs is wide-ranging and occurs at global, regional and country levels, and in

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	<p>development and humanitarian settings. UNICEF country offices strategically engage MDBs through United Nations coordination mechanisms and sector briefs, and with line and finance ministries. UNICEF aims to have its collaboration rooted in strategic partnership frameworks and joint action plans that identify key opportunities for cooperation, which is already the case with most MDB partners. A detailed update on UNICEF engagement with international financial institutions was presented to the Executive Board at its first annual session of 2023.¹⁰</p> <p>119. UNICEF comparative advantages helped it position itself as a key partner for MDB projects, resulting in steady increases in resource mobilization over the last five years, as Governments grappled with compounding crises. In 2022, UNICEF resources mobilized via MDBs exceeded \$1.0 billion. Key drivers of this revenue growth included: COVID-19 response and recovery; World Bank direct financing in Afghanistan, South Sudan and Yemen; Asian Development Bank financing in Afghanistan, and a general increase in funding in fragile contexts in tandem with MDB operational policies providing more flexibility on implementing with United Nations agencies and other entities.</p> <p>120. In 2022, UNICEF leveraging and influencing work helped shape MDB policies and investments at global and country levels in areas critical for the well-being of children. UNICEF input ensured that several MDB strategies, such as the International Monetary Fund mainstreaming gender strategy, included considerations for the benefit of children. UNICEF also played a key role in shaping the design of financial tools, such as the World Bank Pandemic Fund.</p> <p>121. In September 2022, the UNICEF Global Management Team approved a result-oriented and timebound action plan to enhance and strengthen UNICEF partnerships with MDBs in support of the UNICEF Strategic Plan, 2022–2025.</p> <p>N. Promote a conducive environment for volunteerism and volunteers</p> <p>122. In line with its Strategic Plan, 2022–2025, UNICEF continued to focus on building country-level constituencies of youth volunteers, as part of a people-centred vision of development that builds ownership of development outcomes and enhances social solidarity, social capital and social inclusion. Through the experience of</p>

¹⁰ UNICEF, Update on UNICEF engagement with international financial institutions, 9 January 2023. Available at www.unicef.org/executiveboard/media/14836/file/2023-EB7-Update_on_UNICEF_engagement_with_IFI-EN-2023.01.09.pdf.

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	<p>volunteering, UNICEF also aimed to equip young people with transferable skills such as communication, critical thinking, problem-solving and teamwork.</p> <p>123. In 2022, UNICEF offices provided volunteers with strategic advice, trainings, human-centred design planning processes, collaborative online platforms and access to volunteer networks. These efforts enabled volunteers to contribute significantly to development results across numerous programme areas, ranging from running educational sessions for displaced Ukrainian children in Belarus, to preparing hundreds of schools and thousands of schoolchildren for natural disasters in Kazakhstan and Kyrgyzstan, to monitoring and promoting health and hygiene in communities across Nigeria, Rwanda and Zimbabwe, among many others. Additionally, UNICEF focused on deepening its engagement with young volunteers in countries such as Brazil and India, to take action on local environmental and climate issues leading to positive measurable impact.</p>

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

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<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 	<p>A. Timely, harmonized and verifiable data on funding flows</p> <p>1. Transparency, including through the International Aid Transparency Initiative</p> <p>124. In 2022, UNICEF continued making a leading contribution to the global discourse on transparency through its role on the Governing Board of the International Aid Transparency Initiative (IATI). This included chairing the Results Working Group that supports the implementation of the IATI Strategic Plan, 2020–2025. As the Board focal point for institutional arrangements, UNICEF led an extensive process to transition IATI to a new five-year hosting arrangement, which culminated in March 2023 in a successful decision by the Members’ Assembly to appoint new hosts and establish an Executive Director. UNICEF supported the participation of civil society in the governance of IATI, including through subsidizing membership of CSOs’ representatives on the Governing Board.</p> <p>125. The UNICEF commitment to leadership in transparency was recognized by the organization’s improved performance in the independent Aid Transparency Index, where it ranked sixth, making it the highest-ranking United Nations entity on the</p>

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<p>and cross-cutting issues for United Nations funds, programmes and specialized agencies [...]; (para. 55)</p> <ul style="list-style-type: none"> – [...] enhance their participation, where appropriate, in such funding mechanisms; (para. 55) – [...] continue taking concrete steps to address on a continuous basis the decline of the share of core contributions and the growing imbalance between core and non-core resources, including by, but not limited to (para. 56): <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 	<p>index. This was achieved by increasing the scope and the depth of data published externally, such as detailed information on a set of implementing partners. Efforts are under way to include more partner data in 2023, and UNICEF will update provisional funding data on its transparency portal every month.</p> <p>2. Timely, harmonized and verifiable data on funding flows</p> <p>126. In 2022, UNICEF continued to fully comply with, and publish funding flow information under, the six United Nations Data Cube standards for revenue and expenses information.¹¹ In line with other United Nations entities, UNICEF prepared its annual financial statements under the International Public Sector Accounting Standards (IPSAS), which were IPSAS-compliant for the tenth year in 2021. As in the previous 10 years, UNICEF received an unqualified (clean) audit opinion from the United Nations Board of Auditors.</p> <p>3. Flexible funding</p> <p>127. In 2022, UNICEF continued to publish the annual list of contributors to core funding (or regular resources) in the Core Resources for Results report,¹² as well as an analysis of contributions from the public and private sector in the Funding Compendium.¹³ UNICEF provided visibility to its top donors of flexible funding (including core and thematic funding) in the structured dialogue on financing the results of the UNICEF Strategic Plan, presented to the Executive Board at its second regular session of 2022.</p> <p>128. In 2022, UNICEF income trends reflected increased earmarking and decreased flexibility and predictability of funding, despite Member States' commitments to the United Nations development system reform and the Funding Compact. The COVID-19 pandemic and the global economic crisis highlighted the urgency to accelerate progress towards meeting the Funding Compact commitments of 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>

¹¹ United Nations Sustainable Development Group, Data Standards for United Nations System-Wide Reporting of Financial Data, April 2022. Available at <https://unsdg.un.org/resources/data-standards-united-nations-system-wide-reporting-financial-data>.

¹² The 2022 report will be published on UNICEF website www.unicef.org by mid-2023.

¹³ Ibid.

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
<p>number of donors; (para. 56 (c))</p> <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 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) 	<p>129. In 2022, acceleration of resource mobilization for flexible funding was a UNICEF-wide priority, with a focus on advocacy, donor partners’ visibility, enhancement of thematic windows and improved reporting.</p> <p>4. Diversifying the donor base</p> <p>130. In 2022, UNICEF continued making efforts to maintain a diversified resource base. Resources from the public sector came from 138 Governments, including the European Commission. Resources from the private sector, which contributed over half of UNICEF core resources, included donations from over 10.5 million individuals, 24 foundations giving more than \$1.0 million a year, and a growing number of philanthropists, membership-based and faith-based organizations and businesses.</p> <p>5. Enhancing pooled funding</p> <p>131. In 2022, 111 UNICEF Country Offices, or 87 per cent, delivered programmes in partnership with United Nations agencies, with a total contribution of up to \$500 million. In collaboration with other United Nations agencies, UNICEF increasingly delivered not only on its cross-cutting priorities, but also its programmatic Goal Areas.</p> <p>132. UNICEF played a critical role in the revision of the United Nations Sustainable Development Group (UNSDG) guidance note on a New Generation of Joint Programmes by providing hands-on experience on a wide range of joint programmes, designed and implemented in partnership with 31 United Nations agencies across different regions and countries. The note highlighted the centrality of the UNSDCF, leading UNCTs in support of national priorities with clear programme and process cycles, as well as an accountability structure for improved coordination between the Resident Coordinator Office and UNCT members.</p> <p>133. UNICEF also contributed to the assessment – led by the UNSDG Fiduciary Management Oversight Group – of the application of common management features of the Funding Compact, improving survey design and priorities. As a consequence, the quality of data measuring the corresponding QCPR indicator improved, and the application of the common management features in all United Nations pooled funds was encouraged.</p> <p>134. UNICEF provided strategic guidance on programme priorities, governance issues and resource mobilization to various United Nations global pooled funds (e.g., Human Rights Mainstreaming Multi-Donor Trust Fund, Joint SDG Fund, Migration Multi-</p>

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
<p>– [...] 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> <p>[...] urges the United Nations development system to continue to prioritize allocations to least developed countries, while reaffirming that the 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>Partner Trust Fund) in support of their continued funding contribution, as well as an expansion of the donor base.</p> <p>135. UNICEF started addressing the recommendations contained in its assessment on joint United Nations interventions conducted in 2021, which highlighted the necessity of addressing existing challenges at country-office level in measuring the increased impact of joint programmes on children. Addressing these challenges would facilitate the recognition of donors contributing to joint United Nations engagements. The assessment also recommended that United Nations agencies, including UNICEF, increase efficiencies by addressing gaps in the interoperability of systems and processes, at both the programme and operational levels.</p> <p>6. Harmonized cost-recovery policies</p> <p>136. The joint cost recovery policy of UNDP, UNFPA, UNICEF and UN-Women was developed based on common cost classification and methodology, and was adopted effective 1 January 2022.</p> <p>137. UNICEF further contributed towards the harmonized cost classification across the entire United Nations development system by leading the Finance and Budget Network working group of the Chief Executives Board on the harmonization of cost classifications and cost definitions. The Finance and Budget Network endorsed, in May 2022, the common definition of operating costs, as prepared and presented by the working group.</p> <p>138. In addition, the UNICEF cost recovery procedure will be issued effective 1 May 2023, and UNICEF will continue to report on cost-recovery to the Executive Board in the annual report of the Executive Director, including information on waivers, effective cost-recovery rate and impact of differentiated rates.</p> <p>7. Addressing the decline of core contributions and the imbalance between core and non-core resources</p> <p>139. To address the decline in core resources and the growing imbalance between core and non-core funding, UNICEF revamped the Core Results for Resources report, focusing on a clearer narrative of the impact of such resources, showcasing impact stories and providing recognition to partners providing core funding. In addition, to meet the demands of both public and private sector partners, UNICEF documented,</p>

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
	<p>through specific illustrations, how core resources were used to support programmes and achieve results at global, regional and field levels.</p> <p>140. In support of internal change management, approximately 2,000 UNICEF staff were trained on the basics of core funding. UNICEF also launched a Regular Resources (RR) Champion campaign to strengthen internal capacity at all levels and promote the mobilization of core resources for results with funding partners. In 2022, 20 staff members, across regions and with different levels and functions within the organization, were identified as RR Champions.</p> <p>141. Despite the increasingly challenging fundraising environment, UNICEF continued its fundraising and resource mobilization efforts in 2022, sustaining its record-breaking income growth. UNICEF overall income for 2022 was \$9.3 billion, marking an increase of \$1.2 billion from 2021 income of \$8.1 billion. Of the \$9.3 billion, regular resources totalled \$1.3 billion, other resources (regular) (ORR) made up \$4.2 billion, and other resources (emergency) (ORE) made up \$3.8 billion.</p> <p>142. In spite of overall income growth, the UNICEF income trend continued to reflect increasing earmarking and decreasing flexible and predictable funding. The overall growth was driven by OR – earmarked funds from the public sector driven by responses to humanitarian crises and emergencies, the latest being ACT-A, Afghanistan, Ethiopia, Syrian refugees and Ukraine. In 2022, 76 per cent of OR came from the public sector, with an increasing trend of traditional development actors (e.g., the World Bank) supporting emergency response (e.g., in Afghanistan, South Sudan and Yemen).</p> <p>143. While both increased, RR grew only marginally in comparison with OR and continued fluctuating year by year. Increasingly, the growth in RR came from the private sector. In 2022, 54 per cent of RR came from private sector (individual giving), 37 per cent from public sector and 9 per cent from other income.</p> <p>144. Quality funding from thematic contributions increased by 59 per cent in 2022, driven primarily by increased thematic giving to specific HAC appeals (ACT-A, Afghanistan, Ukraine). Thematic funding in 2022 accounted for \$1.2 billion, representing 15 per cent of total OR and 13 per cent of total income. The highest growth in thematic contributions received was noted in ORE from the private sector, which more than doubled compared to 2021.</p> <p>145. Overall, the share of multi-year funding (from both the public and private sectors), as part of the total contributions received in 2022, increased by 3 per cent,</p>

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
	<p>but multi-year core funding from the public sector in 2022 decreased by 21 per cent, and multi-year non-core funding from the public sector decreased by 4 per cent.</p> <p>8. UNICEF innovative financing for children</p> <p>146. In 2022, UNICEF launched its Innovative Finance for Children Strategy (IF4C), which was presented to Member States and the Executive Board in dedicated sessions.</p> <p>147. As part of the strategy, UNICEF launched priority innovative financing initiatives including:</p> <p>(a) A \$60.0 million prefinancing mechanism to accelerate the production of ready-to-use therapeutic food to respond to the malnutrition crisis within the Vaccine Independence Initiative, supported by the Bill and Melinda Gates Foundation and the UNICEF USA Impact Fund for Children.</p> <p>(b) <i>Today and tomorrow</i>, a first-ever child-focused financing solution to address the impact of cyclones in eight at-risk countries. This insurance covers risk reduction and preparedness efforts (<i>Today</i>) while leveraging innovative risk transfer financing (<i>Tomorrow</i>) via parametric insurance, whereby pay-outs are triggered by a set of agreed indicators. UNICEF secured cyclone insurance coverage of up to \$99.6 million with the premium costs fully funded via the Work Bank facility, capitalized by the Governments of Germany and the United Kingdom of Great Britain and Northern Ireland.</p> <p>(c) In addition, UNICEF focused on developing an outcome funding mechanism for polio eradication, as well as a climate resilience financing facility in eastern and southern Africa; leveraging greening and climate financing; and developing investing criteria with a child lens, in partnership with development finance institutions and private managers.</p> <p>148. In 2021, UNICEF launched a financial instrument in partnership with the World Bank to raise additional financing for investment in private sector fundraising, as a pilot project limited to an amount of \$50.0 million. The UNICEF donation-linked bond reached full implementation in 2022 and was awarded “deal of the year”, as the year’s most innovative instrument, by the World Bank and International Finance Law Review. As of 31 December 2022, UNICEF raised a cumulative \$432.2 million, driven by the bond and other funds invested in 26 emerging markets.</p>

QCPR mandates (paras. 46–69)

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9. Prioritize allocations to least developed countries

149. In reviewing its regular resource allocation and in the setting of its country presence, UNICEF follows its Executive Board decisions and guidance, including allocating at least 60 per cent of its total resources for programmes to least developed countries (LDCs) and at least 50 per cent to sub-Saharan Africa (SSA) countries. In 2023, LDCs received 63.8 per cent and SSA received 65 per cent of the total regular resource allocation direct to country programmes.

150. The Strategic Plan, 2022–2025, outlines the country context and details of UNICEF support to these specific country contexts, and special attention has been given to the most vulnerable groups of countries, including LDCs, African countries and low-income countries, in line with the QCPR.

151. UNICEF continues its efforts in providing assistance to graduating countries, in alignment with UNICEF Executive Board decisions and the Official Development Assistance guidelines of the Organisation for Economic Co-operation and Development/DAC. Allocations of UNICEF regular resources for country programme cooperation, except for countries included in multi-country programmes, will continue until a country achieves high-income status and then maintains it for two consecutive years.

10. Structured funding dialogues

152. The structured funding dialogues provide an update on financing the results of the UNICEF Strategic Plan 2022–2025, and on progress made on entity-specific commitments of the Funding Compact. UNICEF made significant progress in harmonizing its structured funding dialogue reports with those of UNDP, UNFPA and UN-Women, and in improving the quality of the dialogues through joint informal briefings with Member States.

153. Massive setbacks to the achievement of the Sustainable Development Goals as a result of the COVID-19 pandemic, global inflation impacting the price of food and fuel, and substantial growth in earmarked funding towards humanitarian crises made the case for continued collective action and cooperation to support the United Nations development system through flexible, unearmarked funding, particularly core and thematic funding. This imperative has never been more critical.

154. The ability of UNICEF to effectively plan and achieve results was constrained by available resources. Because UNICEF is a voluntarily funded organization, the

<i>QCPR mandates (paras. 46–69)</i>	<i>Progress</i>
	<p>structured funding dialogues were critical in ensuring transparent discussions with Member States to improve funding behaviour to enable UNICEF to deliver on its mandate. These dialogues, along with the Funding Compact, offered the opportunity for Member States to help find solutions to improve the quality and predictability of funding so that UNICEF could better plan and implement programmes to achieve results, equitably, for all children.</p> <p>155. UNICEF was on track to meet all its commitments and, in some cases, exceeded the United Nations system-wide targets. In 2021,¹⁴ UNICEF fully met or exceeded progress on 89 per cent (or 17 of 19) of the entity-specific commitments, while Member States met 50 per cent (or 4 of 8) of their commitments.</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 when the draft country programme document is presented for consideration, in 	<p>B. Country programme documents and United Nations Sustainable Development Cooperation Frameworks</p> <p>156. UNICEF made further strides to ensure that programming was harmonized with UNSDCF guidance and practice, as well as with QCPR mandates. With the launch of the new country programme planning guidance, UNICEF further aligned country programmes to the UNSDCFs. Going beyond processes, the planning approach embodied in the new guidance steered UNICEF country offices towards ensuring that the CPDs become launchpads for UNSDCF objectives and change at country level, by connecting the country programmes' outcomes and outputs to the achievement of systemic changes.</p> <p>157. In 2022, UNICEF, in coordination with the United Nations Development Coordination Office (DCO), continued ensuring that relevant UNSDCFs and/or outcome matrices were made available to Member States on the dedicated DCO website, when draft country programme documents were presented for consideration to the Executive Board.</p>

¹⁴ Data for 2022 unavailable at the time of publishing this report.

<i>QCPR mandates (paras. 70–85)</i>	<i>Progress</i>
<p>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>C. Implementation of the Management and Accountability Framework</p> <p>158. The Management and Accountability Framework (MAF) is the centrepiece of the United Nations development system reform. UNICEF senior management are expected to familiarize themselves with the MAF, to fully adhere, together with UNCTs and Resident Coordinator offices, to their obligations under the framework, and to strive to deliver on development results.</p> <p>159. After the release of the updated MAF in 2021, UNICEF continued working to promote adherence to, and support implementation of, the MAF. In 2022, UNICEF fostered dialogue and information-sharing between headquarters and regional and country offices, building capacity in regional management team meetings, providing regular updates on different aspects of the framework and comprehensive deep-dives and overviews of its key elements, allowing countries to exchange experiences and pose questions to technical experts.</p> <p>D. System-wide coherence, coordination, harmonization and efficiency</p> <p>160. Since 2019, UNICEF reports annually to the Executive Board on its efforts towards the implementation of the United Nations development system reform and its adherence to the MAF, through a dedicated information note.</p> <p>161. In 2022, UNICEF continued reinforcing organization-wide capacity on operationalizing the reform mandates, further fostering a reform-oriented organizational culture. In late summer 2022, UNICEF organized its third consecutive survey among country representatives on the implementation of the United Nations development system reform. Findings from this survey showed that the United Nations development system reform was increasingly in a consolidation phase. UNICEF representatives reported important improvements in selected areas of the MAF, in the collaboration at the UNCT level, as well as on collective United Nations support to achieve national development results.</p> <p>162. Although challenges remained, the survey findings demonstrated that UNICEF remained actively engaged in driving coherence processes forward, and that additional opportunities related to joint programming and pooled funds could be further explored.</p>

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 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>A. Support to the reinvigorated Resident Coordinator system</p> <p>1. Funding the Resident Coordinator system</p> <p>163. In accordance with the agreed funding arrangements for the Resident Coordinator system, in 2022 UNICEF transferred \$8.1 million in United Nations Sustainable Development Group cost-sharing and \$10.5 million in coordination levy payments to the United Nations Secretariat. For the first time since its implementation, levy payments exceeded cost-sharing arrangements.</p> <p>2. Dual reporting</p> <p>164. UNICEF clearly stated the dual reporting line in the job descriptions and performance indicators of country representatives, and included an objective/indicator related to the UNCT in the representatives' performance appraisal workplans. In 2022, UNICEF actively engaged its representatives to provide feedback on the resident coordinators' behavioural competencies through the online feedback tool created by DCO. 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>165. In 2022, UNICEF recommended five additional staff members to the Resident Coordinator/humanitarian coordinator talent pipeline, and three staff who passed the assessment were placed in the Resident Coordinator pool.</p> <p>166. Following the update of the UNICEF inter-organization mobility policy in December 2021, a noticeable increase in staff mobility took place, providing staff with more opportunities to broaden their skill sets, build relationships with colleagues in other organizations, and advance their careers within the wider system.</p> <p>167. In 2022, a total of 188 inter-organization moves took place, indicating a significant shift in staff exchanges between UNICEF and other United Nations entities. Out of these, 73 staff members joined UNICEF from other organizations, and 115 were released from UNICEF to other United Nations entities.</p>

QCPR mandates (paras. 86–113)

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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)

[...] 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)

Stresses the need for the United Nations development system to: (para. 107)

- 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)

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)

B. Mobile and flexible global workforce

168. UNICEF issued a revised flexible work arrangements policy in July 2022, which added two ways of working from outside the duty station for up to 90 days and beyond 90 days. UNICEF had already piloted the alternative choice duty station modality with a few posts, and will be moving towards full implementation of this policy in 2023.

C. Digital inclusion

169. In September 2022, on the occasion of the Transforming Education Summit (TES), UNICEF and UNESCO launched the Gateways to Public Digital Learning, a new global initiative that brings together partners to transform digital learning for every child, endorsed by Executive Office of the Secretary-General. Gateways is the flagship initiative of the digital learning and transformation action track of TES and one of the TES global multi-stakeholder initiatives to mobilize action at the country level, as well as to monitor progress. Gateways works to improve national digital platforms and content, supporting Governments to address critical gaps in access to free, quality digital learning.

170. In 2022, UNICEF also sought opportunities to influence private and public use of technology for development in a responsible and conscientious direction. Among others, UNICEF (a) worked to further embed the principles of the Committee on the Rights of the Child's General Comment No. 25 on child rights in the digital environment, including by translating it into normative and policy frameworks, programmatic conceptualization and actions; (b) helped draft a special briefing document for the Office of the High Commissioner for Human Rights-led B-Tech Project, providing authoritative guidance and resources for implementing the United Nations guiding principles on business and human rights in the technology space; and (c) with the International Telecommunication Union, drafted guidance for businesses on respecting child rights in the digital environment.

D. Harmonization of business practices and operations

171. As an active member of the UNSDG Business Innovations Group, UNICEF worked closely with DCO and other agencies to implement the strands of operational reform: the business operations strategy (BOS), common back offices (CBOs), global shared services, common premises, mutual recognition and efficiency impact reporting.

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
<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>[...] 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 	<p>1. Business operations strategies</p> <p>172. UNICEF continued to help lead the roll out of operational aspects of the United Nations development system reform by co-chairing the UNSDG Business Innovations Group (BIG) and the task team on efficiency impact reporting.</p> <p>173. Through active participation in various forums such as the BOS Task Force and reference group, UNICEF advocated for, and contributed to, the establishment and roll out of simplified supplementary guidance that will support the annual review of BOS data.</p> <p>174. In addition, UNICEF advanced stronger relationships with other agencies 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 WASH items.</p> <p>175. Internally, UNICEF maintained its innovation group with an agenda of promoting operational efficiency and creating a culture of continuous learning and improvement across the organization. This ensured that the progress of key United Nations reform initiatives under the efficiency agenda was monitored, and impediments addressed in a timely manner.</p> <p>2. Common back office</p> <p>176. In 2022, UNICEF set up a project management office at headquarters to support implementation efforts of the CBO initiative across country offices. In addition, it took on the lead agency role in several countries to coordinate efforts with DCO and sister agencies to streamline the implementation process. As a member of the CBO Task Force, UNICEF provided guidance on the methodology used in data-collection, bidding and proposal evaluation process.</p> <p>177. UNICEF further supported the roll out of the ‘right to first proposal’ for agencies that were already providing common premises to sister agencies as a measure to shorten the bidding process and accelerate the rollout of the CBO initiative for the first phase of countries. Consequently, UNICEF was provided the ‘right of first proposal’ for the provision of CBO services to other agencies in the country, as is the case in Jordan where UNICEF and the United Nations Office for Project Services (UNOPS) have jointly been awarded the right of first proposal to provide CBO services.</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
<p>policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at the country, regional and global levels; (para. 113)</p> <ul style="list-style-type: none"> – 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>178. In Senegal, the United Nations Resident Coordinator is in the final stages of signing a memorandum of agreement with the Government, which will authorize UNICEF to manage the United Nations House under the Common Premises initiative.</p> <p>3. Common premises</p> <p>179. UNICEF established guidelines and mechanisms that contributed to the achievement of the United Nations target of 50 per cent of common premises by 2021. Although the 2022 target of 55 per cent could not be reached due to the worldwide disruption in the supply chain as a result of the COVID-19 pandemic, UNICEF achieved 53 per cent of common premises, which was higher than the 30 per cent attained by the United Nations system. This close-to-target performance was made possible by collaborating with other United Nations agencies, bringing some agencies into UNICEF facilities, and engaging in new constructions with other agencies. This was also complemented by the establishment of a capital asset fund mechanism to support construction and renovation initiatives.</p> <p>180. UNICEF also developed a new premises management system to capture more information on premises occupation, costing and sharing of space, and to inform decisions in premises management and CBO.</p> <p>181. UNICEF is targeting to achieve 60 per cent of common premises at the end of 2025 by:</p> <ul style="list-style-type: none"> (a) providing technical and financial support for the completion of the current construction projects in Morocco, Mozambique, Nigeria, Senegal, Sri Lanka and Uganda; (b) prioritizing the capital asset fund to support upcoming construction projects in high-cost rent locations, as well as in CBO locations; (c) strengthening inter-agency collaboration and communication to get a maximum of United Nations agencies in all construction projects to establish common premises; (d) undertaking an office space optimization exercise, using the United Nations Task Team on Common Premises and Facilities Services’ guidelines on space calculation, and support the hybrid work modality initiatives, which contribute to efficiency in premises management by reducing cost, improving safety and boosting environmental sustainability.

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>182. UNICEF is aware of the challenges in setting these targets, which are dependent on host Governments providing free land or buildings to house United Nations agencies, on the availability of capital asset fund mechanisms in most United Nations agencies for joint financing constructions, and the availability of suitable buildings in countries. UNICEF developed tools and systems to overcome challenges, such as optimizing space utilization, advancing the capital asset fund and allowing long-term repayment, and taking the lead, when necessary, to strengthen inter-agency collaboration to promote common premises initiatives.</p> <p>4. Mutual recognition</p> <p>183. UNICEF was among the first three agencies that provided guidance for the implementation of the mutual recognition principle across its offices, and was selected to share best practices with other agencies through the Mutual Recognition Inter-agency Task Force. Among other initiatives, UNICEF actively participated in the United Nations Humanitarian Booking Hub, the largest portal for field services offered to the humanitarian community, which was recognized by the High-Level Committee on Management (HLCM) of the Chief Executives Board as an inter-agency mutual recognition milestone.</p> <p>184. UNICEF worked with an already established network of Mutual Recognition Champions to address issues related to the operationalization of this initiative. The network continued engaging with headquarters divisions to address issues raised by offices and to identify best practices to be shared with sister agencies. UNICEF supported the further roll out of mutual recognition and included an indicator (E2.1) in the integrated results and resources framework of the Strategic Plan, 2022–2025, to measure inclusion of the mutual recognition principle in policy frameworks.</p> <p>185. Moreover, at the inter-agency level, UNICEF led the work on advancement of mutual recognition within the UNSDG BIG and engaged in related discussions within the HLCM, with a focus on the practical applicability of the principle.</p> <p>5. Reporting on efficiencies</p> <p>186. UNICEF has been reporting efficiencies internally since 2018, and the process for tracking efficiencies continues to be strengthened.</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>187. The third annual UNICEF efficiency report for 2022 delivered efficiency savings from ongoing initiatives plus new initiatives launched over the course of the year, totalling \$65.6 million.</p> <p>188. UNICEF delivered improved efficiencies through a variety of initiatives. For example, the Supply Division achieved a total of 30,600 hours of time savings by using global long-term agreements, resulting in less processing time needed to perform at the country-office and regional-office levels, thanks to the efforts of the centralized headquarters procurement team. The UNICEF Global Shared Service Centre introduced a range of initiatives, such as automation and process simplification, that led to efficiencies in processes and services for UNICEF as a global organization. UNICEF also saved by jointly negotiating, with UNDP and the United Nations Department of Operational Support, airfare discounts directly with major airlines.</p> <p>6. Results-based management</p> <p>189. In 2022, UNICEF continued rolling out the rights and results-based management (RRBM) training in country offices developing a new country programme. The new approach combined results-based management with the human rights-based approach to programming, but also pushed for a more adaptive way of designing and implementing programmes, in order to better respond to changes in the programmatic context and sudden crises. In rolling out the RRBM training, regional and country offices reflected on and integrated the lessons and good practices from the COVID-19 response.</p> <p>190. During the last quarter of 2022, UNICEF started the review and update of the RRBM training to align it with the new country programme planning guidance launched in October 2022 and to reinforce both the adaptive nature of programming and the applied integration of the humanitarian-development-peace nexus.</p> <p>A. Equal and fair distribution based on gender balance and geographic representation</p> <p>191. Gender parity within the UNICEF workforce remained relatively stable compared to previous years. UNICEF took measures to improve parity in non-family duty stations (contributing to QCPR indicators 3.6.6-3.6.9). As of 31 December 2022, the organization was composed of 49 per cent women and 51 per cent men; 46 per cent</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>of the workforce at country-office level were women and 41 per cent were programme country nationals.</p> <p>192. UNICEF implemented temporary Special Measures to achieve gender parity at the P5 level, which was achieved in mid-2022. In early 2022, UNICEF was certified for the third time under the EDGE (Economic Dividends for Gender Equality) process, and an EDGE action plan was endorsed by the Executive Director with follow-up actions in mid-2022. In 2022, 58 per cent of UNICEF international professional staff were nationals from programme countries. 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 51 per cent were from programme countries and 49 per cent from donor countries.</p> <p>193. UNICEF is developing a new approach to greater diversity in its workforce, which will also take into factors such as age (generational diversity), disability status (in line with its 7 per cent target for employees with disabilities by 2030, as articulated in the new Disability Inclusion Policy and Strategy), and other key factors.</p> <p>B. Protection from sexual exploitation, abuse and harassment</p> <p>194. The UNICEF strategy on protection from sexual exploitation and abuse and sexual harassment benchmarked its progress using indicators under the UNICEF Strategic Plan, 2022–2025, and was aligned with QCPR indicators.¹⁵</p> <p>195. UNICEF continued its regular reporting to its Executive Board, and detailed reporting against 2022 results will be included in the update on protection from sexual exploitation and abuse report presented at the 2023 annual session.</p> <p>196. In communities, varied, context-specific initiatives were undertaken in 2022 to improve the reporting of sexual exploitation and abuse. Four-fifths of country offices supported improved internal and partner access to reporting, and 110 country offices extended the reach of community reporting channels (contributing to QCPR indicators 3.6.11 and 3.6.13).</p> <p>197. Reports received were addressed through improved victim assistance and investigations and discipline for accountability. Country offices collaborated with and supported country protection from sexual exploitation and abuse coordination structures to roll out the UN Protocol on the Provision of Assistance to Victims of</p>

¹⁵ See [E/ICEF/2023/5](#), specifically annex I.

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>Sexual Exploitation and Abuse, to ensure that assistance and support to survivors met global quality standards. In 2022, 69 country offices established inter-agency operating procedures for victim assistance, and 19 of them fully rolled out the procedures.</p> <p>198. At a corporate level, UNICEF completed its 2023 protection from sexual exploitation and abuse Action Plan and presented it to the Board, while 87 per cent of country offices created similar action plans (contributing to QCPR indicators 3.6.10 and 3.6.11).</p> <p>199. To foster accountability and prevent sexual exploitation and abuse, 78 per cent of offices ran campaigns to align behaviours with UNICEF values (contributing to QCPR indicator 3.6.14).</p> <p>200. To help prevent sexual exploitation and abuse (among other objectives), UNICEF rigorously screened personnel candidates (including using ClearCheck), secured ethical commitments, mandated and monitored training (95 per cent of staff were compliant), and included safeguarding as an individual performance management indicator. Personnel knowledge of obligations and perceptions of UNICEF systems were monitored through surveys, and gaps were addressed through communications efforts and training. Over 95 per cent of surveyed staff understood their obligations, and almost 99 per cent thought that UNICEF policies were clear and well enforced.</p> <p>201. In the 2022 Global Staff Survey, conducted every two years, respondents reported very high levels of knowledge of what constitutes misconduct in UNICEF (96 per cent of participants responded positively), and where and how to report it (90 per cent), including how to report sexual harassment (92 per cent). The level of psychological safety, which is a key enabler for protection from sexual exploitation and abuse and sexual harassment – measured by how safe colleagues felt to raise concerns, questions and issues with managers – improved by 7 percentage points, with positive responses from 70 per cent of participants.</p> <p>202. To more effectively promote safeguarding across UNICEF partners and suppliers, UNICEF migrated its assessment of partner capacity to a United Nations common assessment methodology, with data held on a shared platform. UNICEF also supported implementing partners to develop and strengthen their policies, systems and practices on protection from sexual exploitation and abuse, and 85 per cent of country offices reported that more than 80 per cent of their CSO partners had full or medium protection from sexual exploitation and abuse capacity. UNICEF is also piloting a method for screening the safeguarding capacity of suppliers.</p>

<i>QCPR mandates (paras. 86–113)</i>	<i>Progress</i>
	<p>203. UNICEF improved monitoring risks of sexual exploitation and abuse. In 2022, UNICEF monitored the development of an index that measured risk of sexual exploitation and abuse in humanitarian contexts. At an enterprise level, it also benchmarked how well offices were recognizing and mitigating safeguarding risks.</p> <p>204. Throughout 2022, UNICEF regularly engaged with global and local United Nations and civil society coordination mechanisms to share data, lessons and resources and to jointly address cases. UNICEF continued to engage the Task Force on addressing sexual harassment, part of the Chief Executives Board for Coordination within the United Nations system, in participating in workstreams related to assessment and monitoring tools to measure behaviour change; data and results; and to enhance collaboration and content development for the knowledge hub.</p> <p>205. UNICEF continued efforts to prevent and respond to all forms of discrimination, as part of its overall efforts towards a more values-based organizational culture. A dedicated team, based in the Office of the Executive Director, is responsible for leading, monitoring, coordinating and supporting all aspects of the organizational culture change and diversity, equity and inclusion work across UNICEF.</p>

VI. Follow-up, monitoring and reporting

<i>QCPR mandates (paras. 114–120)</i>	<i>Progress</i>
<p>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>	<p>206. UNICEF systematically ensured and continued contributing to the system-wide coherent implementation of the QCPR mandates. The results framework of the Strategic Plan included a subset of QCPR indicators directly applicable to the United Nations agencies, which was integrated into the integrated results and resources framework in an approach harmonized with sister agencies.</p> <p>207. The 2022 annual report of the Executive Director provides the updates on Strategic Plan progress, including the indicators drawn from the QCPR and those shared with other United Nations entities to progressively achieve the full implementation of the resolution.</p>

VII. Shared quadrennial comprehensive policy review indicators

<i>QCPR indicator number¹⁶ and operative paragraph</i>	<i>QCPR indicator</i>	<i>UNICEF Strategic Plan indicator number¹⁷</i>	<i>Correspondent UNICEF Strategic Plan indicator</i>	<i>2022 result</i>	<i>Data source</i>
Leave No One Behind, Human Rights, Gender Equality and Women's Empowerment					
1.4.13 (OP 12)	Percentage of UNDS entities that meet or exceed: i. All ii. 75% of the standards set out in the System-wide Action Plan on Gender Equality and the Empowerment of Women	H5.1	Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards met or exceeded (QCPR)	88%	UNICEF
1.4.19 (OP 12)	Percentage of UNDS entities that track and report on allocations and expenditures on gender equality using i. gender equality markers; ii. financial targets.	H5.4	Percentage of expenditure on programming with a focus on gender equality: (a) total (QCPR)	10%	UNICEF
1.4.25 (OP 15)	Percentage of UNDS entities that meet the green rating for Youth2030 performance on meaningful youth engagement, in the past year, as set out in the Youth2030 Scorecard: i. Policies and processes for meaningful youth engagement ii. Diversity of youth (groups) engaged iii. Meaningful youth engagement in Strategic Plan processes;	H9.9	UNICEF meets the green rating for Youth2030 performance on meaningful youth engagement, in the past year, as set out in the Youth2030 Scorecard: (a) Policies and processes for meaningful youth engagement (b) Diversity of youth (groups) engaged	N/A ¹⁸	UNICEF

¹⁶ According to the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) monitoring and reporting framework of 22 April 2022. Available at www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/2022/QCPR-Structure-MF-Footnotes-22Apr2022.pdf.

¹⁷ United Nations, Economic and Social Council, Update of the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2022–2025, 25 April 2022. Available at www.unicef.org/executiveboard/media/10696/file/2022-11-Update_of_the_IRRF-Strategic_Plan_2022-2025-EN-ODS.pdf.

¹⁸ There is no update on this indicator.

<i>QCPR indicator number¹⁶ and operative paragraph</i>	<i>QCPR indicator</i>	<i>UNICEF Strategic Plan indicator number¹⁷</i>	<i>Correspondent UNICEF Strategic Plan indicator</i>	<i>2022 result</i>	<i>Data source</i>
	iv. Meaningful youth engagement in support to Governments / inter-governmental processes; v. Meaningful youth engagement in UN-led programmes, projects and campaigns		(c) Meaningful youth engagement in Strategic Plan processes (d) Meaningful youth engagement in support to Governments/intergovernmental processes (e) Meaningful youth engagement in United Nations-led programmes, projects and campaign		
1.4.28 (OP 14)	Percentage of UNDS entities/UNCTs that have met or exceeded standards in at least 50% of the indicators of the relevant component of the UNDIS accountability framework: i. UNDS entities ii. UNCTs	H9.10	Percentage of the relevant indicators from the United Nations Disability Inclusion Strategy accountability framework where UNICEF has met or exceeded the standard	81%	UNICEF
Climate, Environment, Biodiversity					
2.3.3 (OP 29a)	Percentage of entities integrating environmental and social standards/safeguards to policies, projects and/or programmes	E3.6	Percentage of country offices applying: (b) environmental and social standards in UNICEF programmes in line with UNICEF/United Nations standards (QCPR)	16%	UNICEF
Business Operations					
3.5.10 (OP 107)	Percentage of UN entity offices in Common Premises	E2.4	Percentage of UNICEF offices in United Nations common premises (QCPR) (Funding Compact)	53%	UNICEF

<i>QCPR indicator number¹⁶ and operative paragraph</i>	<i>QCPR indicator</i>	<i>UNICEF Strategic Plan indicator number¹⁷</i>	<i>Correspondent UNICEF Strategic Plan indicator</i>	<i>2022 result</i>	<i>Data source</i>
Human Resources					
3.6.7 (OP 111, 112)	Percentage of UNDS female staff among international professional staff: All international professional staff i. P-1 ii. P-2 iii. P-3 iv. P-4 v. P-5	E4.1	Percentage of female staff by level All IP staff: (a) P-1 (b) P-2 (c) P-3 (d) P-4 (e) P-5 (f) D1 and above	76.9% 63.6% 51.0% 50.6% 47.9% 49.4%	UNICEF
3.6.8 (OP 111, 112)	Percentage of UNDS female staff among national staff i. All National Officers ii. National Officer-A iii. National Officer-B iv. National Officer-C v. National Officer-D vi. National Officer-E		All NO staff: (g) NO-A (h) NO-B (i) NO-C (j) NO-D (k) NO-E	53.7% 45.8% 47.8% 48.6% 0% ¹⁹	
3.6.9 (OP 111, 112)	Percentage of UNDS female staff among high-level posts: i. All high-level posts				
Partnerships/SDGs Financing					
3.7.9 (OP 35)	Percentage of programme country Governments receiving support from the UNDS on South-South or triangular cooperation (of those Governments that requested such support)	H7.9	Percentage of country programmes undertaking activities in support of south-south or triangular cooperation (QCPR)	61%	UNICEF

¹⁹ UNICEF had only one NO-E post in 2022.

<i>QCPR indicator number¹⁶ and operative paragraph</i>	<i>QCPR indicator</i>	<i>UNICEF Strategic Plan indicator number¹⁷</i>	<i>Correspondent UNICEF Strategic Plan indicator</i>	<i>2022 result</i>	<i>Data source</i>
Quality and Quantity of Funding to the United Nations Development System					
4.2.9 (OP 55)	Percentage of non-core resources channelled through interagency pooled funds: i. Development-related activities ii. Humanitarian assistance-related activities	E1.4	Percentage of UNICEF non-core resources received from inter-agency pooled funds (Funding Compact)	8%	UNICEF
Sources of Funding					
4.3.5 (OP 61)	Funding received from the private sector: i. Core ii. Non-core	E1.1	Total income (regular resources (RR), other resources-regular (ORR), other resources-emergency (ORE)) from: (b) private sector	\$2,665 million	UNICEF
Transparency and Linking Funding to Results					
4.4.2 (OP 69)	Percentage of UNDS entities that are implementing all six data standards in the UN Financial Data Cube	H3.8	Number of data standards being implemented from the United Nations Financial Data Cube (QCPR)	6	UNICEF
Pooled and Joint Funding					
4.5.9 (OP 63)	Percentage of UNSDG entities with at least 15% of noncore development-related expenditures constituting part of a joint activity.	H7.8	Percentage of development-related expenditures on joint activities (QCPR) (funding compact)	N/A ²⁰	UNICEF
System-Wide Reporting					

²⁰ Reporting against this indicator is pending the development of commonly agreed milestones, targets and methodology by Development Coordination Office.

<i>QCPR indicator number¹⁶ and operative paragraph</i>	<i>QCPR indicator</i>	<i>UNICEF Strategic Plan indicator number¹⁷</i>	<i>Correspondent UNICEF Strategic Plan indicator</i>	<i>2022 result</i>	<i>Data source</i>
5.4.1 (OP 117)	Percentage of UNDS entities publishing data in accordance with the International Aid Transparency Initiative data standard	E3.9	International Aid Transparency Initiative publishing statistics score (QCPR) (funding compact)	99%	UNICEF
5.4.3 (OP 70)	Percentage of UNSDG entity evaluation offices engaging in: i. Joint evaluations ii. Independent system-wide evaluations	H3.6	Number and percentage of: (a) joint evaluations; (b) independent system-wide evaluations in which UNICEF engaged (quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR)) (funding compact)	14 ²¹ 0 ²²	UNICEF
5.4.4 (OP 70)	Percentage of entities of the UNDS authorized within disclosure provisions and policies that have made their corporate evaluations available on the UN Evaluation Group (UNEG) website	H3.7	Number of UNICEF corporate evaluations available on the United Nations Evaluation Group website (QCPR) (funding compact)	5	UNICEF

²¹ Only a number of joint evaluations completed in 2022 was provided. The percentage value can only be ascertained once the entire portfolio of joint evaluations is determined.

²² In 2022, the UNICEF Evaluation Office continued to support the system-wide evaluation efforts and contributed to the system-wide evaluation scoping exercise of the Joint SDG Fund. The percentage value can only be ascertained once the entire portfolio of system-wide evaluations is determined.