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**For information**

## United Nations Children's Fund

Executive Board

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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 and the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2014–2017

#### Key performance indicators<sup>1</sup>

Table 1

**Achievement in meeting benchmarks for normative principles, by number of country offices, 2013–2017**

| Normative principle          | Year | Number of country offices |            |               | Initiating action | Total |
|------------------------------|------|---------------------------|------------|---------------|-------------------|-------|
|                              |      | Fully met                 | Mostly met | Partially met |                   |       |
| Human rights                 | 2013 | 42                        | 56         | 26            | 4                 | 128   |
|                              | 2014 | 122                       | 6          | 0             | 0                 | 128   |
|                              | 2015 | 117                       | 9          | 2             | 0                 | 128   |
|                              | 2016 | 115                       | 12         | 1             | 0                 | 128   |
|                              | 2017 | 114                       | 13         | 0             | 1                 | 128   |
| Gender equality              | 2013 | 13                        | 60         | 46            | 9                 | 128   |
|                              | 2014 | 32                        | 52         | 29            | 15                | 128   |
|                              | 2015 | 35                        | 49         | 33            | 11                | 128   |
|                              | 2016 | 51                        | 51         | 22            | 4                 | 128   |
|                              | 2017 | 59                        | 51         | 11            | 7                 | 128   |
| Environmental sustainability | 2013 | 15                        | 35         | 38            | 40                | 128   |

\* E/ICEF/2018/8.

<sup>1</sup> Extensive data on performance indicators are presented in the accompanying data companion scorecard.



| <i>Normative principle</i> | <i>Year</i> | <i>Number of country offices</i> |                   |                      | <i>Initiating action</i> | <i>Total</i> |
|----------------------------|-------------|----------------------------------|-------------------|----------------------|--------------------------|--------------|
|                            |             | <i>Fully met</i>                 | <i>Mostly met</i> | <i>Partially met</i> |                          |              |
|                            | 2014        | 16                               | 34                | 29                   | 49                       | 128          |
|                            | 2015        | 39                               | 28                | 46                   | 15                       | 128          |
|                            | 2016        | 45                               | 30                | 42                   | 11                       | 128          |
|                            | 2017        | 46                               | 36                | 39                   | 7                        | 128          |

Table 2  
**Achievement in meeting benchmarks for implementation strategies, by number of country offices, 2014–2017**

| <i>Implementation strategy</i> | <i>Year</i> | <i>Number of country offices</i> |                            |                                | <i>Total</i> |
|--------------------------------|-------------|----------------------------------|----------------------------|--------------------------------|--------------|
|                                |             | <i>Practised</i>                 | <i>Partially practised</i> | <i>Currently not practised</i> |              |
| Capacity development           | 2014        | 110                              | 18                         | 0                              | 128          |
|                                | 2015        | 110                              | 18                         | 0                              | 128          |
|                                | 2016        | 114                              | 14                         | 0                              | 128          |
|                                | 2017        | 115                              | 12                         | 1                              | 128          |
| Evidence generation            | 2014        | 112                              | 16                         | 0                              | 128          |
|                                | 2015        | 117                              | 11                         | 0                              | 128          |
|                                | 2016        | 117                              | 11                         | 0                              | 128          |
|                                | 2017        | 90                               | 37                         | 1                              | 128          |
| South-South cooperation        | 2014        | 76                               | 45                         | 7                              | 128          |
|                                | 2015        | 91                               | 31                         | 6                              | 128          |
|                                | 2016        | 89                               | 35                         | 4                              | 128          |
|                                | 2017        | 87                               | 38                         | 3                              | 128          |
| Innovation                     | 2014        | 16                               | 44                         | 68                             | 128          |
|                                | 2015        | 18                               | 50                         | 60                             | 128          |
|                                | 2016        | 25                               | 51                         | 52                             | 128          |
|                                | 2017        | 28                               | 43                         | 57                             | 128          |
| Service delivery               | 2014        | 82                               | 24                         | 22                             | 128          |
|                                | 2015        | 85                               | 23                         | 20                             | 128          |
|                                | 2016        | 95                               | 13                         | 20                             | 128          |
|                                | 2017        | 88                               | 23                         | 17                             | 128          |
| Strategic partnerships         | 2014        | 62                               | 51                         | 15                             | 128          |
|                                | 2015        | 75                               | 47                         | 6                              | 128          |
|                                | 2016        | 80                               | 41                         | 7                              | 128          |
|                                | 2017        | 80                               | 42                         | 6                              | 128          |
| Cross-sectoral                 | 2014        | 54                               | 54                         | 20                             | 128          |
|                                | 2015        | 78                               | 29                         | 21                             | 128          |
|                                | 2016        | 80                               | 35                         | 13                             | 128          |
|                                | 2017        | 79                               | 37                         | 12                             | 128          |

Table 3

**Key programme and operations management performance indicators, 2014–2017**

| Key performance indicator  | Baseline<br>(2013,<br>unless<br>otherwise<br>stated) | Result       |      |      |      | Milestone |       | Target |
|--|--|--------------|------|------|------|-----------|-------|--------|
|  |  | 2014         | 2015 | 2016 | 2017 | 2015      | 2016  | 2017   |
| Higher-quality programmes through results-based management   |  |              |      |      |      |           |       |        |
| Improved accountability of results   |  |              |      |      |      |           |       |        |
| Country offices rating the usefulness of technical guidance and support as satisfactory  | 73%  | 93%          | 94%  | 98%  | 97%  | > 80%     | > 80% | > 80%  |
| Global Programme Partnerships (GPPs) in which UNICEF plays a governance role and additional resources raised through GPPs for UNICEF   | 3<br>(2014)  | 3            | 5    | 5    | 5    | 5         | 6     | 8      |
| Country programme outcomes and outputs that are annually reported as either on track or achieved   | 79%<br>(2014)  | 79%          | 75%  | 75%  | 78%  | 80%       | 80%   | 80%    |
| New country programme documents (CPDs) approved by the Executive Board that meet organizational standards on the human rights-based approach (quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR)) | 76.4%  | 83%          | 80%  | 79%  | 81%  | 70%       | 75%   | 80%    |
| New CPDs approved by the Executive Board that meet organizational standards on gender mainstreaming (QCPR)   | 67.2%  | <sup>a</sup> | 74%  | 72%  | 75%  | 70%       | 75%   | 80%    |
| New CPDs approved by the Executive Board that meet organizational standards on results-based management (QCPR)   | 78%<br>(2015)  | <sup>a</sup> | 77%  | 77%  | 77%  | 75%       | 80%   | 85%    |
| Country offices reporting on South-South and triangular cooperation activities in their annual reports (QCPR)  | 88%  | 86%          | 89%  | 84%  | 88%  | 92%       | 95%   | 95%    |
| Country offices that meet organizational benchmarks for capacity development, strategic partnerships and other implementation strategies (QCPR)  | 57%<br>(2014)  | 57%          | 64%  | 67%  | 63%  | 70%       | 75%   | 80%    |
| Country offices that apply the standard operating procedures for “Delivering as one” countries, or components of them (QCPR)   | 28%  | 41%          | 53%  | 63%  | 64%  | 45%       | 60%   | 80%    |
| Country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory  | 92%  | 99%          | 99%  | 99%  | 99%  | 100%      | 100%  | 100%   |
| Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)  | 100%   | 100%         | 100% | 100% | 100% | 100%      | 100%  | 100%   |
| Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters   | 60%  | 99%          | 100% | 99%  | 100% | 100%      | 100%  | 100%   |
| Major humanitarian situations in which UNICEF reported monthly or with frequency agreed by the Emergency Management Team on progress against a small number of Core Commitments for Children in Humanitarian Action (CCC)-aligned results indicators                 | 81%  | 100%         | 100% | 100% | 100% | 100%      | 100%  | 100%   |
| Procurement cases submitted to Contracts Review Committee that are approved on first review  | 87%  | 93%          | 94%  | 95%  | 94%  | 94%       | 95%   | 96%    |
| Innovations that reach a predefined endpoint   | 0  | —            | 7    | 6    | 3    | 2         | 2     | 2      |

| Key performance indicator  | Baseline<br>(2013,<br>unless<br>otherwise<br>stated) | Result |      |      |      | Milestone |       | Target |
|--|--|--------|------|------|------|-----------|-------|--------|
|  |  | 2014   | 2015 | 2016 | 2017 | 2015      | 2016  | 2017   |
| Country offices monitoring the proportion of institutional contracts sourced from national expertise (QCPR)                | 63%  | 60%    | 59%  | 64%  | 68%  | 70%       | 80%   | 90%    |
| Country offices monitoring the proportion of individual contracts sourced from national expertise (QCPR)                   | 65%  | 64%    | 63%  | 68%  | 71%  | 70%       | 80%   | 90%    |
| Supply Division-handled rapid-response orders of supplies ready to be delivered within 48 hours of sales order release     | 90%  | 81%    | 98%  | 100% | 100% | 100%      | 100%  | 100%   |
| Orders delivered at port of entry at agreed target arrival date  | 57%  | 67%    | 76%  | 77%  | 78%  | 95%       | 95%   | 95%    |
| <b>Improved management of financial and human resources in pursuit of results</b>  |  |        |      |      |      |           |       |        |
| <b>Independent corporate oversight and assurance</b>   |  |        |      |      |      |           |       |        |
| UNICEF evaluations with a formal management response   | 92%  | 79%    | 50%  | 95%  | 96%  | 92%       | 92%   | 92%    |
| UNICEF evaluations rated unsatisfactory on the basis of United Nations standards   | 2%   | 3%     | 3%   | 1%   | 0%   | 3%        | 3%    | < 3%   |
| Country offices submitting at least one completed evaluation to the global evaluation database in the previous three years | 75%  | 74%    | 76%  | 76%  | 87%  | 75%       | 78%   | 80%    |
| Country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)       | 59   | 61     | 63   | 66   | 69   | 70        | 75    | 100    |
| Agreed evaluation recommendations under implementation as recorded in the global management response tracking system       | 45%  | 49%    | 44%  | 43%  | 36%  | 52%       | 55%   | 60%    |
| Agreed evaluation recommendations completed as recorded in the global management response tracking system                  | 36%  | 27%    | 20%  | 33%  | 46%  | 30%       | 32%   | 35%    |
| Offices/divisions with audit recommendations outstanding for more than 18 months   | 3  | 8      | 5    | 3    | 2    | < 10      | < 10  | < 10   |
| Completion of investigation intake in standard time frame (nine months)  | 85%  | 80%    | 66%  | 73%  | 67%  | 90%       | 90%   | 90%    |
| <b>Corporate financial, information and communications technology and administrative management</b>                        |  |        |      |      |      |           |       |        |
| Management/administration/development effectiveness support costs as a ratio of total resources                            | 11.6%  | 9.0%   | 9.1% | 9.1% | 9.1% | 10.7%     | 11.4% | 11.8%  |
| Emergencies in which information technology services requested are provided according to standards in the revised CCCs     | 75%  | 95%    | 90%  | 94%  | 90%  | 90%       | 90%   | 90%    |
| External service-level agreement targets met or exceeded   | 100%   | 100%   | 100% | 100% | 100% | 100%      | 100%  | 100%   |
| Internal service-level agreement targets met or exceeded   | 76%  | 80%    | 80%  | 80%  | >80% | 80%       | 80%   | > 85%  |
| Projects delivered within scope, time and budget   | 70%  | 75%    | 75%  | 80%  | 85%  | 75%       | 75%   | 75%    |
| Countries implementing common services (QCPR)  | 117  | 115    | 115  | 120  | 125  | 115       | 115   | 115    |
| Countries implementing common long-term agreements (QCPR)  | 89   | 96     | 95   | 103  | 100  | 96        | 96    | 96     |
| Countries implementing harmonized approach to procurement (QCPR)   | 45   | 55     | 63   | 80   | 84   | 60        | 65    | 70     |

| Key performance indicator   | Baseline<br>(2013,<br>unless<br>otherwise<br>stated) | Result                    |                           |                           |                           | Milestone                 |                           | Target                    |
|---|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   |  | 2014                      | 2015                      | 2016                      | 2017                      | 2015                      | 2016                      | 2017                      |
| Countries implementing common human resources management (QCPR)   | 25   | 36                        | 40                        | 36                        | 39                        | 35                        | 40                        | 45                        |
| Countries implementing information and communications technology services (QCPR)  | 28   | 41                        | 47                        | 47                        | 64                        | 45                        | 50                        | 50                        |
| Countries implementing financial management services (QCPR)   | 27   | 20                        | 32                        | 36                        | 37                        | 30                        | 30                        | 30                        |
| Core expenditure on development-related activities directed to programme activities (QCPR)  | 74%  | 83%                       | 84%                       | 85%                       | 85%                       | 80%                       | 80%                       | 80%                       |
| Non-core expenditure on development-related activities directed to programme activities (QCPR)  | 95%  | 94%                       | 93%                       | 92%                       | 93%                       | 93%                       | 93%                       | 93%                       |
| <b>Corporate external relations and partnerships, communications and resource mobilization</b>  |  |                           |                           |                           |                           |                           |                           |                           |
| Donor reports submitted on time   | 75%  | 72%                       | 72%                       | 79%                       | 85%                       | 75%                       | 80%                       | 80%                       |
| Income: regular resources (millions of United States dollars)   | 1 265  | 1 326                     | 1 174 <sup>b</sup>        | 1 317 <sup>b</sup>        | 1 424                     | 1 240                     | 1 272                     | 1 329                     |
| Income: other resources (regular) (millions of United States dollars)   | 2 256  | 2 264                     | 2 055 <sup>b</sup>        | 1 859 <sup>b</sup>        | 3 026                     | 2 240                     | 2 093                     | 2 070                     |
| Income: other resources (emergency) (millions of United States dollars)   | 1 332  | 1 579                     | 1 780 <sup>b</sup>        | 2 015 <sup>b</sup>        | 2 127                     | 1 229                     | 919                       | 924                       |
| Coverage of UNICEF that is favourable or higher in global top-tier media  | 67%  | 67%                       | 75%                       | 75%                       | 76%                       | > 70%                     | > 75%                     | > 80%                     |
| People engaged with UNICEF top global digital and social media platforms (millions)   | 15   | 20                        | 30                        | 37                        | 48                        | 25                        | 35                        | 40                        |
| UNICEF global leadership rank (UNICEF position in comparison to other United Nations agencies)  | Top United Nations agency                            | Top United Nations agency | Top United Nations agency | Top United Nations agency | Top United Nations agency | Top United Nations agency | Top United Nations agency | Top United Nations agency |
| UNICEF position among international children's organizations in the WIN/Gallup International Association Global Non-Governmental Organization (NGO) Barometer   | 1  | 1                         | 1                         | — <sup>c</sup>            | — <sup>c</sup>            | 1                         | 1                         | 1                         |
| UNICEF position among humanitarian organizations in the WIN/Gallup International Association Global NGO Barometer   | Top 3  | Top 3                     | Top 3                     | — <sup>c</sup>            | — <sup>c</sup>            | Top 3                     | Top 3                     | Top 3                     |
| UNICEF country offices participating in a common budgetary framework  | 31%  | 32%                       | 30%                       | 41%                       | 43%                       | 35%                       | 40%                       | 50%                       |
| Size and trend in funding from Government (QCPR) (millions of United States dollars)  | 2 610  | 3 181                     | 3 023 <sup>b</sup>        | 3 317 <sup>b</sup>        | 3 870                     | 2 660                     | 2 328                     | 2 328                     |
| Size and trend in funding from non-governmental partners, including international financial institutions, regional development banks, civil society and private sector (QCPR) (millions of United States dollars) | 1 223  | 1 894                     | 1 889 <sup>b</sup>        | 1 753 <sup>b</sup>        | 2 569                     | 2 049                     | 1 956                     | 1 996                     |
| <b>Human resources management</b>   |  |                           |                           |                           |                           |                           |                           |                           |
| Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)  | 72   | 79                        | 85                        | 81                        | 84                        | 90                        | 75                        | 60                        |
| Requests for surge-capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)   | 92%  | 91%                       | 89%                       | 98%                       | 93%                       | 90%                       | 90%                       | 90%                       |
| Staff at all levels who are female  | 48%  | 47%                       | 47%                       | 47%                       | 47%                       | 48%                       | 49%                       | 50%                       |

| Key performance indicator  | Baseline<br>(2013,<br>unless<br>otherwise<br>stated) | Result         |      |                |      | Milestone |       | Target |
|--|--|----------------|------|----------------|------|-----------|-------|--------|
|  |  | 2014           | 2015 | 2016           | 2017 | 2015      | 2016  | 2017   |
| Staff at the P-5 level and above who are female  | 44%  | 45%            | 46%  | 48%            | 45%  | 45%       | 48%   | 50%    |
| <b>Corporate leadership and direction</b>  |  |                |      |                |      |           |       |        |
| Average achievement rate against Strategic Plan milestones   | —  | — <sup>d</sup> | 95%  | 90%            | 105% | 100%      | 100%  | 100%   |
| <b>Staff and premises security</b>   |  |                |      |                |      |           |       |        |
| Country offices meeting minimum operating security standards   | 91%  | 90%            | 94%  | 100%           | 100% | 90%       | 95%   | 100%   |
| Country offices meeting business continuity plan requirements  | 99%  | 99%            | 100% | 98%            | 99%  | 100%      | 100%  | 100%   |
| <b>Field/country office oversight, management and operations support</b>   |  |                |      |                |      |           |       |        |
| Countries in which UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR) | 98%<br>(2014)  | 98%            | 99%  | 99%            | 95%  | 98%       | 99%   | 100%   |
| Country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions  | 86%  | 72%            | 72%  | 80%            | 83%  | 90%       | 95%   | 100%   |
| Allocated regular resources for programmes expended at end of year   | 96.5%  | 95%            | 97%  | 98%            | 98%  | > 95%     | > 95% | > 95%  |
| UNICEF contribution in cash provided to the resident coordinator system (QCPR) (millions of United States dollars)   | 3.5  | 3.5            | 3.6  | 4.0            | 4.2  | 3.6       | 4.0   | 4.2    |
| UNICEF contribution in kind provided to the resident coordinator system (QCPR) (millions of United States dollars)   | 2.4  | 2.7            | 2.9  | 3.2            | 5.9  | 2.8       | 3.1   | 3.4    |
| <b>Coordination of the United Nations development system</b>   |  |                |      |                |      |           |       |        |
| <b>United Nations development system leadership and coordination</b>   |  |                |      |                |      |           |       |        |
| For globally led or co-led clusters and areas of responsibility, country-level clusters and areas of responsibility that have a designated country coordinator   | 100%   | 87%            | 94%  | 92%            | 74%  | 50%       | 50%   | 50%    |
| For newly activated clusters or areas of responsibility, country coordinator positions filled within 30 days of cluster activation   | 100%   | 55%            | 80%  | — <sup>e</sup> | 100% | 90%       | 90%   | 90%    |

<sup>a</sup> Country programme document reviews were not conducted in 2014.

<sup>b</sup> Corrigendum.

<sup>c</sup> The WIN/Gallup International Association discontinued the Global NGO Barometer, which was the source of data, in 2016.

<sup>d</sup> The annual milestones were developed in 2015.

<sup>e</sup> There was no formal cluster activation in 2016.

## Resources and expenses, 2017

Table 4

### Top 20 resource partners for regular resources, 2017, by contributions received<sup>a</sup>

(Millions of United States dollars)

| <i>Resource partner</i>                                 | <i>Regular resources</i> |
|---|--------------------------|
| 1. United States of America                             | 133                      |
| 2. Japan NC   | 111                      |
| 3. Korea NC   | 99                       |
| 4. Sweden   | 85                       |
| 5. United Kingdom of Great Britain and Northern Ireland | 54                       |
| 6. Spain NC   | 53                       |
| 7. Norway   | 48                       |
| 8. Germany NC   | 44                       |
| 9. France NC  | 44                       |
| 10. Sweden NC   | 42                       |
| 11. The Netherlands NC                                  | 41                       |
| 12. Italy NC  | 35                       |
| 13. United States NC                                    | 35                       |
| 14. Switzerland   | 24                       |
| 15. The Netherlands                                     | 20                       |
| 16. Japan   | 19                       |
| 17. Belgium   | 18                       |
| 18. Germany   | 17                       |
| 19. Australia   | 16                       |
| 20. United Kingdom NC                                   | 14                       |

Abbreviation: NC = National Committee for UNICEF.

<sup>a</sup> Contributions received in cash.

Table 5

### Top 30 resource partners, 2017, by contributions received<sup>a</sup>

(Millions of United States dollars)

| <i>No.</i> | <i>Resource partner</i>   | <i>Regular resources</i> | <i>Other resources (regular)</i> | <i>Other resources (emergency)</i> | <i>Total</i> |
|------------|---|--------------------------|----------------------------------|------------------------------------|--------------|
| 1.         | United States of America  | 133                      | 164                              | 518                                | 815          |
| 2.         | United Kingdom  | 54                       | 203                              | 264                                | 521          |
| 3.         | European Commission   | —                        | 285                              | 215                                | 500          |
| 4.         | Germany   | 17                       | 116                              | 234                                | 367          |
| 5.         | World Bank Group  | —                        | 351                              | —                                  | 351          |
| 6.         | United States NC  | 35                       | 261                              | 44                                 | 339          |
| 7.         | Sweden  | 85                       | 82                               | 40                                 | 207          |
| 8.         | Norway  | 48                       | 86                               | 60                                 | 194          |
| 9.         | Japan   | 19                       | 78                               | 73                                 | 170          |
| 10.        | Office for the Coordination of Humanitarian Affairs (OCHA) <sup>b</sup> | —                        | —                                | 141                                | 141          |
| 11.        | Japan NC  | 111                      | 9                                | 13                                 | 133          |

| No. | Resource partner                                    | Regular resources | Other resources (regular) | Other resources (emergency) | Total |
|-----|---|-------------------|---------------------------|-----------------------------|-------|
| 12. | Canada  | 13                | 70                        | 49                          | 132   |
| 13. | Korea NC  | 99                | 23                        | 2                           | 124   |
| 14. | GAVI Fund   | –                 | 120                       | –                           | 120   |
| 15. | The Netherlands                                     | 20                | 58                        | 25                          | 103   |
| 18. | Germany NC  | 44                | 16                        | 35                          | 95    |
| 16. | Sweden NC   | 42                | 35                        | 8                           | 85    |
| 17. | Spain NC  | 53                | 7                         | 9                           | 69    |
| 19. | United Kingdom NC                                   | 14                | 35                        | 18                          | 67    |
| 20. | United Nations Development Group joint programmes   | –                 | 66                        | –                           | 66    |
| 21. | France NC   | 44                | 11                        | 6                           | 61    |
| 22. | The Netherlands NC                                  | 41                | 8                         | 9                           | 58    |
| 23. | Denmark   | 13                | 24                        | 18                          | 55    |
| 24. | United Nations Development Programme <sup>c</sup>   | –                 | 27                        | 26                          | 53    |
| 25. | Global Partnership for Education                    | –                 | 52                        | –                           | 52    |
| 26. | Italy NC  | 35                | 2                         | 3                           | 40    |
| 27. | Australia   | 16                | 4                         | 20                          | 40    |
| 28. | Switzerland   | 24                | 5                         | 11                          | 40    |
| 29. | Republic of Korea                                   | 4                 | 28                        | 6                           | 38    |
| 30. | Global Fund to Fight Aids, Tuberculosis and Malaria | –                 | 34                        | 4                           | 38    |

*Abbreviation:* NC = National Committee for UNICEF.

*Note:* Some figures have been rounded; data as at 27 March 2018.

<sup>a</sup> Contributions received in cash.

<sup>b</sup> Contributions received from the Office for the Coordination of Humanitarian Affairs includes \$109 million related to the Central Emergency Response Fund and \$32 million related to other sources.

<sup>c</sup> Contributions received from the United Nations Development Programme include \$10 million related to the Common Humanitarian Fund and \$43 million related to One Funds and joint programmes.

Table 6

**Top 5 resource partners for contributions received in kind, 2017**

(Millions of United States dollars)

| Resource partner            | Contribution |
|-----------------------------|--------------|
| 1. United States of America | 30           |
| 2. Nutrition International  | 10           |
| 3. Denmark                  | 3            |
| 4. Hungary                  | 3            |
| 5. Nigeria                  | 2            |



Table 7  
**Direct programme expense by region, 2017**

(Millions of United States dollars)

| <i>Region</i> | <i>Health</i>  | <i>HIV and<br/>AIDS</i> | <i>Water,<br/>sanitation<br/>and<br/>hygiene<br/>(WASH)</i> | <i>Nutrition</i> | <i>Education</i> | <i>Child<br/>protection</i> | <i>Social<br/>inclusion</i> | <i>Total</i>   |
|---------------|----------------|-------------------------|---|------------------|------------------|-----------------------------|-----------------------------|----------------|
| EAPR          | 63.7           | 4.8                     | 38.1  | 27.8             | 62.4             | 41.4                        | 22.1                        | 260.5          |
| ECAR          | 16.5           | 3.8                     | 12.0  | 3.8              | 135.8            | 66.9                        | 36.7                        | 275.4          |
| ESAR          | 344.5          | 33.3                    | 236.7   | 228.7            | 206.9            | 142.4                       | 52.7                        | 1 245.3        |
| HQ            | 85.8           | 6.5                     | 24.3  | 14.3             | 29.3             | 26.8                        | 41.4                        | 228.4          |
| LACR          | 20.0           | 2.0                     | 31.6  | 10.2             | 43.7             | 41.2                        | 24.8                        | 173.4          |
| MENA          | 179.0          | 1.4                     | 362.2   | 114.3            | 442.0            | 190.8                       | 174.6                       | 1 464.1        |
| SA            | 228.2          | 1.7                     | 86.5  | 94.2             | 108.7            | 59.3                        | 25.8                        | 604.5          |
| WCAR          | 437.4          | 30.7                    | 227.1   | 172.1            | 174.0            | 120.7                       | 35.1                        | 1 197.2        |
| <b>Total</b>  | <b>1 374.9</b> | <b>84.2</b>             | <b>1 018.5</b>  | <b>665.4</b>     | <b>1 202.9</b>   | <b>689.7</b>                | <b>413.3</b>                | <b>5 448.7</b> |

*Abbreviations:* Regional designations – EAPR: East Asia and the Pacific; ECAR: Europe and Central Asia; ESAR: Eastern and Southern Africa; HQ: headquarters; LACR: Latin America and Caribbean; MENA: Middle East and North Africa; SA: South Asia; WCAR: West and Central Africa.

*Note:* Due to rounding, totals may differ slightly from the sums of the columns and rows; data as at 27 March 2018.

Table 8  
**Direct programme expense by outcome area,<sup>a</sup> 2017**

(Millions of United States dollars)

| <i>Outcome area</i>    | <i>Regular<br/>resources</i> | <i>Other resources<br/>(regular)</i> | <i>Other resources<br/>(emergency)</i> | <i>Total</i>   | <i>Percentage<br/>of 2017<br/>programme<br/>expense</i> | <i>Strategic Plan,<br/>2014–2017<br/>projected<br/>programme expense<br/>(percentage)</i> |
|------------------------|------------------------------|--------------------------------------|--|----------------|---|---|
| Health                 | 235.3                        | 873.4                                | 266.2                                  | 1 374.9        | 25.2%   | 28.0  |
| HIV and AIDS           | 34.0                         | 45.5                                 | 4.7                                    | 84.2           | 1.5%  | 5.0   |
| WASH                   | 135.7                        | 341.3                                | 541.6                                  | 1 018.5        | 18.7%   | 15.0  |
| Nutrition              | 113.7                        | 241.0                                | 310.7                                  | 665.4          | 12.2%   | 10.0  |
| Education              | 162.6                        | 497.8                                | 542.4                                  | 1 202.9        | 22.1%   | 20.0  |
| Child protection       | 179.4                        | 243.1                                | 267.2                                  | 689.7          | 12.7%   | 12.0  |
| Social inclusion       | 131.6                        | 159.1                                | 122.5                                  | 413.3          | 7.6%  | 10.0  |
| <b>Total (rounded)</b> | <b>992.2</b>                 | <b>2 401.2</b>                       | <b>2 055.3</b>                         | <b>5 448.7</b> | <b>100.0%</b>   | <b>100.0</b>  |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

<sup>a</sup> In accordance with International Public Sector Accounting Standards, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2018 when the buildings have been completed and handed over to partners.

Table 9  
**Direct programme expense by outcome area in sub-Saharan Africa, 2017**

(Millions of United States dollars)

| <i>Outcome area</i>   | <i>Regular resources</i> | <i>Other resources (regular)</i> | <i>Other resources (emergency)</i> | <i>Total</i>   |
|---|--------------------------|----------------------------------|------------------------------------|----------------|
| Health  | 137.8                    | 533.7                            | 133.3                              | 804.8          |
| HIV and AIDS  | 27.0                     | 35.7                             | 1.9                                | 64.5           |
| WASH  | 80.3                     | 228.5                            | 177.4                              | 486.2          |
| Nutrition   | 64.4                     | 140.9                            | 216.5                              | 421.7          |
| Education   | 92.2                     | 224.2                            | 82.0                               | 398.4          |
| Child protection  | 97.2                     | 114.3                            | 63.9                               | 275.4          |
| Social inclusion  | 51.9                     | 30.0                             | 6.6                                | 88.4           |
| <b>All Strategic Plan outcome areas: sub-Saharan Africa</b> | <b>550.7</b>             | <b>1 307.1</b>                   | <b>681.5</b>                       | <b>2 539.4</b> |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 10  
**Direct programme expense by outcome area in the least developed countries, 2017**

(Millions of United States dollars)

| <i>Outcome area</i>  | <i>Regular resources</i> | <i>Other resources (regular)</i> | <i>Other resources (emergency)</i> | <i>Total</i>   |
|--|--------------------------|----------------------------------|------------------------------------|----------------|
| Health   | 134.1                    | 460.4                            | 156.8                              | 751.3          |
| HIV and AIDS   | 16.1                     | 26.5                             | 1.5                                | 44.1           |
| WASH   | 84.7                     | 215.8                            | 211.6                              | 512.1          |
| Nutrition  | 66.2                     | 153.0                            | 234.1                              | 453.3          |
| Education  | 91.0                     | 263.5                            | 98.2                               | 452.7          |
| Child protection   | 99.9                     | 95.6                             | 76.6                               | 272.1          |
| Social inclusion   | 51.6                     | 102.7                            | 18.6                               | 172.9          |
| <b>All Strategic Plan outcome areas: least developed countries</b> | <b>543.7</b>             | <b>1 317.4</b>                   | <b>797.4</b>                       | <b>2 658.5</b> |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 11  
**Direct programme expense by programme area in each outcome area, 2017**

(Millions of United States dollars)

| <i>Programme area</i>        | <i>Expense</i> | <i>Percentage of outcome area expense</i> |
|------------------------------|----------------|---|
| Immunization                 | 173.4          | 13%                                       |
| Polio eradication            | 286.6          | 21%                                       |
| Maternal and newborn health  | 174.9          | 13%                                       |
| Child health                 | 200.6          | 15%                                       |
| Health systems strengthening | 156.8          | 11%                                       |
| Health and emergencies       | 150.8          | 11%                                       |

| <i>Programme area</i>  | <i>Expense</i> | <i>Percentage of outcome area expense</i> |
|--|----------------|---|
| Health (general)   | 231.8          | 17%                                       |
| <b>Total for outcome area: health</b>  | <b>1 374.9</b> | <b>100%</b>                               |
| Infant male circumcision and prevention of mother-to-child transmission of HIV | 21.7           | 26%                                       |
| Care and treatment of children affected by HIV and AIDS                        | 5.9            | 7%  |
| Adolescents and HIV and AIDS   | 12.8           | 15%                                       |
| Protection, care and support for children and families affected by HIV         | 1.2            | 1%  |
| HIV (general)  | 42.7           | 51%                                       |
| <b>Total for outcome area: HIV and AIDS</b>                                    | <b>84.2</b>    | <b>100%</b>                               |
| Water supply   | 192.7          | 19%                                       |
| Sanitation   | 79.4           | 8%  |
| Hygiene  | 18.4           | 2%  |
| WASH in schools and early childhood development centres                        | 62.9           | 6%  |
| WASH and emergencies   | 339.0          | 33%                                       |
| WASH (general)   | 326.0          | 32%                                       |
| <b>Total for outcome area: WASH</b>  | <b>1 018.5</b> | <b>100%</b>                               |
| Infant and young child feeding   | 72.0           | 11%                                       |
| Micronutrients   | 40.9           | 6%  |
| Nutrition and HIV  | 0.0            | 0%  |
| Community-based management of acute malnutrition                               | 189.0          | 28%                                       |
| Nutrition and emergencies  | 69.0           | 10%                                       |
| Nutrition (general)  | 294.5          | 44%                                       |
| <b>Total for outcome area: nutrition</b>                                       | <b>665.4</b>   | <b>100%</b>                               |
| Early learning   | 73.8           | 6%  |
| Equity focus on girls and inclusive education                                  | 169.8          | 14%                                       |
| Learning and child-friendly schools  | 215.3          | 18%                                       |
| Education in emergencies   | 438.8          | 36%                                       |
| Education (general)  | 305.2          | 25%                                       |
| <b>Total for outcome area: education</b>                                       | <b>1 202.9</b> | <b>100%</b>                               |
| Data and child protection  | 11.5           | 2%  |
| Child protection systems   | 91.6           | 13%                                       |
| Violence, exploitation and abuse   | 119.7          | 17%                                       |
| Justice for children   | 40.3           | 6%  |
| Birth registration   | 31.3           | 5%  |
| Child protection and emergencies   | 208.8          | 30%                                       |
| Child protection: strengthen families and communities                          | 71.4           | 10%                                       |

| <i>Programme area</i>  | <i>Expense</i> | <i>Percentage of outcome area expense</i> |
|--|----------------|---|
| Child protection (general)                                     | 115.1          | 17%                                       |
| <b>Total for outcome area: child protection</b>                | <b>689.7</b>   | <b>100%</b>                               |
| Social exclusion data and evidence                             | 28.2           | 7%  |
| Social protection and child poverty                            | 198.1          | 48%                                       |
| Public finance and local governance                            | 21.6           | 5%  |
| Policy advocacy: urban, civil society, parliament, environment | 47.7           | 12%                                       |
| Human rights institutions                                      | 20.0           | 5%  |
| Economic and social policy (general)                           | 97.7           | 24%                                       |
| <b>Total for outcome area: social inclusion</b>                | <b>413.3</b>   | <b>100%</b>                               |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 12  
**Thematic funding expense for Strategic Plan outcome areas and humanitarian assistance, 2017**

(Millions of United States dollars)

| <i>Outcome area</i>     | <i>2017</i>  |
|-------------------------|--------------|
| Health                  | 14.0         |
| HIV and AIDS            | 9.3          |
| WASH                    | 44.1         |
| Nutrition               | 5.9          |
| Education               | 93.4         |
| Child protection        | 23.0         |
| Social inclusion        | 6.0          |
| Gender equality         | 0.1          |
| Humanitarian assistance | 192.1        |
| <b>Total</b>            | <b>387.9</b> |

*Note:* Data as at 27 March 2018.

## Resources and links to the UNICEF Strategic Plan, 2014–2017<sup>2</sup>

Table 13

### Integrated Results and Resources Framework by outcome area, 2014–2017

(Millions of United States dollars)

| Outcome  | Original 2014–2017 |            |               |                 | Revised 2014–2017 |            |               |                 | Expenses 2014–2017 |            |               |                 |
|--|--------------------|------------|---------------|-----------------|-------------------|------------|---------------|-----------------|--------------------|------------|---------------|-----------------|
|  | Other resources    |            |               |                 | Other resources   |            |               |                 | Other resources    |            |               |                 |
|  | Regular resources  | Programmes | Cost recovery | Total resources | Regular resources | Programmes | Cost recovery | Total resources | Regular resources  | Programmes | Cost recovery | Total resources |
| Programmes   | 4 091.0            | 10 713.6   | –             | 14 804.6        | 3 651.8           | 13 429.1   | –             | 17 080.9        | 3 746.0            | 15 695.9   | –             | 19 441.9        |
| P1 Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours | 1 227.3            | 2 918.0    | –             | 4 145.3         | 1 022.5           | 3 760.2    | –             | 4 782.7         | 928.8              | 4 342.0    | –             | 5 270.8         |
| P2 Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents                         | 245.4              | 494.8      | –             | 740.2           | 182.6             | 671.4      | –             | 854.0           | 146.2              | 254.0      | –             | 400.2           |
| P3 Improved and equitable use of safe drinking water and sanitation and improved hygiene practices   | 450.0              | 1 770.7    | –             | 2 220.7         | 547.8             | 2 014.4    | –             | 2 562.1         | 460.3              | 3 102.7    | –             | 3 563.0         |
| P4 Improved and equitable use of nutritional support and improved nutrition and care practices   | 327.3              | 1 153.2    | –             | 1 480.5         | 365.2             | 1 342.9    | –             | 1 708.1         | 459.9              | 1 917.0    | –             | 2 376.9         |
| P5 Improved learning outcomes and equitable and inclusive education  | 654.6              | 2 306.3    | –             | 2 960.9         | 730.4             | 2 685.8    | –             | 3 416.2         | 611.0              | 3 513.7    | –             | 4 124.7         |
| P6 Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children  | 490.9              | 1 285.6    | –             | 1 776.5         | 438.2             | 1 611.4    | –             | 2 049.6         | 636.7              | 1 816.7    | –             | 2 453.3         |

<sup>2</sup> Extensive data on the Integrated Results and Resources Framework are presented in the accompanying data companion and scorecard.

| Outcome   | Original 2014–2017 |            |               |                 | Revised 2014–2017 |            |               |                 | Expenses 2014–2017 |            |               |                 |
|---|--------------------|------------|---------------|-----------------|-------------------|------------|---------------|-----------------|--------------------|------------|---------------|-----------------|
|   | Other resources    |            |               |                 | Other resources   |            |               |                 | Other resources    |            |               |                 |
|   | Regular resources  | Programmes | Cost recovery | Total resources | Regular resources | Programmes | Cost recovery | Total resources | Regular resources  | Programmes | Cost recovery | Total resources |
| P7 Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data | 695.5              | 785.0      | –             | 1 480.5         | 365.2             | 1 342.9    | –             | 1 708.1         | 503.1              | 749.8      | –             | 1 252.9         |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

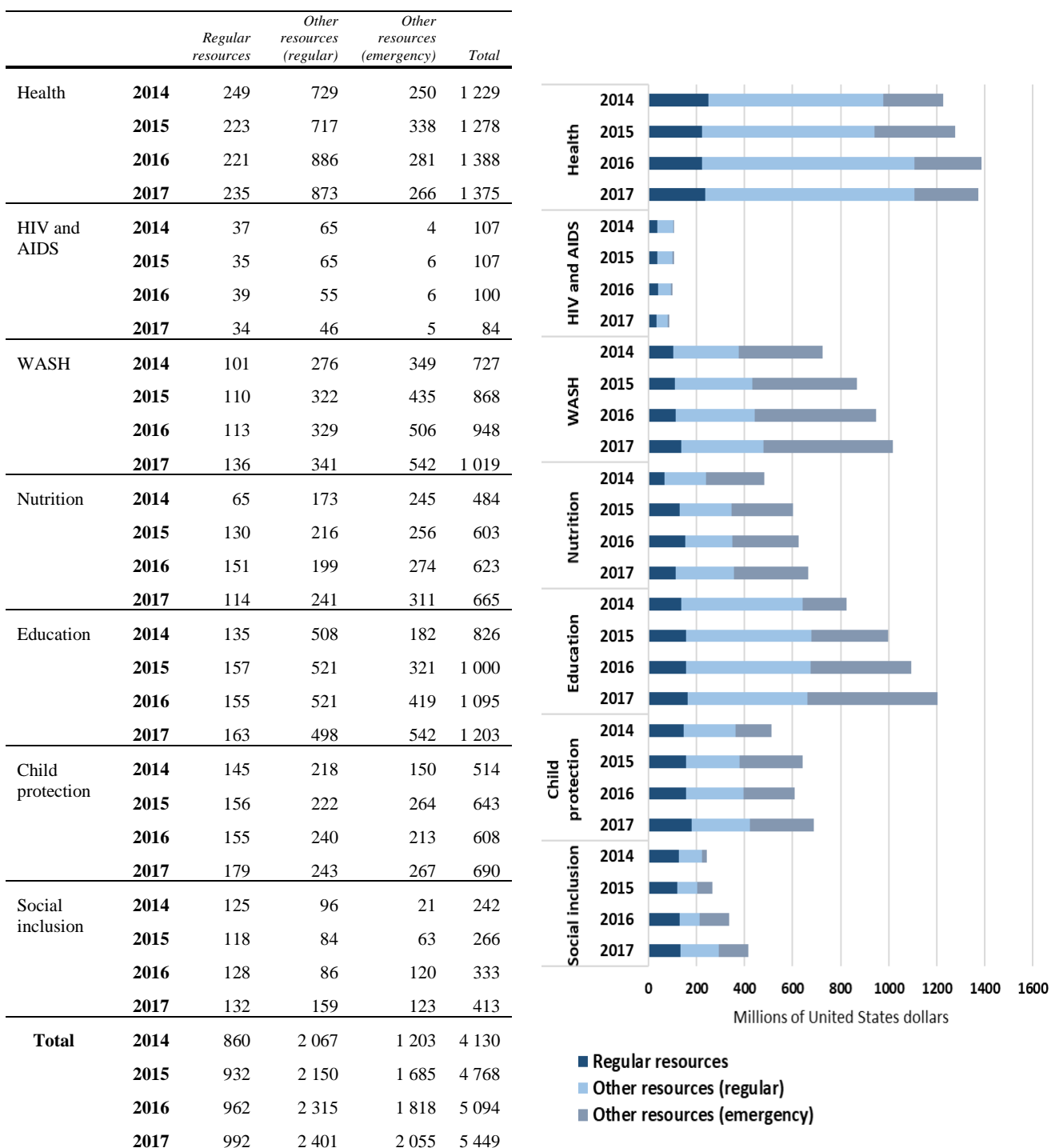
Table 14  
**Integrated Results and Resources Framework by result area, 2014–2017**

(Millions of United States dollars)

|   |  | Original 2014–2017 |            |               |                 | Revised 2014–2017 |            |               |                 | Expenditures — actual 2014–2017 |            |               |                 |
|---|--|--------------------|------------|---------------|-----------------|-------------------|------------|---------------|-----------------|---------------------------------|------------|---------------|-----------------|
|   |  | Other resources    |            |               | Total resources | Other resources   |            |               | Total resources | Other resources                 |            |               | Total resources |
| Result                                      | Functional cluster   | Regular resources  | Programmes | Cost recovery |                 | Regular resources | Programmes | Cost recovery |                 | Regular resources               | Programmes | Cost recovery |                 |
| Organizational effectiveness and efficiency |  |                    |            |               |                 |                   |            |               |                 |                                 |            |               |                 |
|   | Higher-quality programmes through results-based management                 | 467.4              | 100.1      | –             | 567.5           | 467.4             | 100.1      | –             | 567.5           | 418.2                           | 108.7      | –             | 526.9           |
|   | Improved management of financial and human resources in pursuit of results | 648.7              | –          | 786.7         | 1 435.4         | 531.2             | –          | 904.2         | 1 435.4         | 304.1                           | –          | 972.5         | 1 276.6         |
|   | Coordination of the United Nations development system                      | 20.3               | 16.3       | –             | 36.6            | 20.3              | 16.3       | –             | 36.6            | 20.7                            | 7.3        | –             | 28.1            |
| Special purpose                             |  | 646.8              | –          | 36.3          | 683.1           | 613.4             | 86.0       | 34.6          | 734.1           | 631.5                           | 61.2       | 74.1          | 766.8           |
| Capital investments                         |  | 18.7               | –          | 36.3          | 55.0            | 20.4              | –          | 34.6          | 55.0            | 21.6                            | –          | 74.1          | 95.7            |
| Private sector fundraising                  |  | 454.0              | –          | –             | 454.0           | 410.6             | 86.0       | –             | 496.6           | 423.5                           | 61.2       | –             | 484.6           |
|   | Other, including procurement services                                      | 174.1              | –          | –             | 174.1           | 182.5             | –          | –             | 182.5           | 186.4                           | –          | –             | 186.4           |
| Total use of resources by result area       |  | 1 783.2            | 116.4      | 823.0         | 2 722.6         | 1 632.3           | 202.4      | 938.8         | 2 773.6         | 1 374.5                         | 177.2      | 1 046.7       | 2 598.4         |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 21 March 2018.

Figure I  
Direct programme assistance by outcome area and resource type, 2014–2017



Note: Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

Table 15  
**Direct programme expense and results achieved by outcome area,<sup>a</sup>**  
**2014–2017**

| <i>Outcome area</i>  | <i>Percentage of programme expense</i> |              |              |              | <i>Strategic Plan, 2014–2017 projected programme expense</i> |
|--|--|--------------|--------------|--------------|--|
|  | <i>2014</i>                            | <i>2015</i>  | <i>2016</i>  | <i>2017</i>  |  |
| Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of health behaviours | 29.8                                   | 26.8         | 27.2         | 25.2         | 28.0   |
| Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents                        | 2.6                                    | 2.2          | 2.0          | 1.5          | 5.0  |
| Improved and equitable use of safe drinking water and sanitation and improved hygiene practices  | 17.6                                   | 18.2         | 18.6         | 18.7         | 15.0   |
| Improved and equitable use of nutritional support and improved nutrition and care practices  | 11.7                                   | 12.7         | 12.2         | 12.2         | 10.0   |
| Improved learning outcomes and equitable and inclusive education   | 20.0                                   | 21.0         | 21.5         | 22.1         | 20.0   |
| Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children   | 12.4                                   | 13.5         | 11.9         | 12.7         | 12.0   |
| Improved policy environment and systems for disadvantaged and excluded children, guided by knowledge and data                                      | 5.9                                    | 5.6          | 6.5          | 7.6          | 10.0   |
| <b>Total (rounded)</b>   | <b>100.0</b>                           | <b>100.0</b> | <b>100.0</b> | <b>100.0</b> | <b>100.0</b>   |

*Note:* Due to rounding, totals may differ slightly from the sum of the columns; data as at 27 March 2018.

<sup>a</sup> In accordance with International Public Sector Accounting Standards, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2018 when the buildings have been completed and handed over to partners.



**Relevant indicators from the report of the Secretary-General on implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system<sup>3</sup>**

**Table 16**  
**UNICEF progress, 2014–2017**

| <i>Number in monitoring and reporting framework</i> | <i>QCPR<sup>a</sup> operative paragraph</i> | <i>Indicator</i>  | <i>Frequency</i> | <i>Progress for UNICEF</i>   |
|---|---|---|------------------|--|
| 12  | 35  | Number of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base            | Once             | Reporting was done in the context of the structured dialogue held at the 2014 regular session of the Executive Board. Progress was noted by Board members in paragraph 7 of its decision 2014/17. UNICEF continued to report on broadening the donor base in structured dialogues in 2015 and 2016. A structured dialogue was held in September 2017, during the second regular session of the Board, following an informal consultation on the subject in August.   |
| 13  | 39  | Number of United Nations funds and programmes that defined common principles for the concept of critical mass of core resources by 2014 | Once             | Common principles for a critical mass of core resources were presented by the funds and programmes to Member States on 19 December 2013. The common principles were applied by each agency in response to its business model and funding architecture through a series of consultations with Member States. UNICEF held three informal consultations in 2014 (29 May, 9 July and 27 August) with its Executive Board to discuss the issue of critical mass in the context of the structured dialogue for financing the results of the UNICEF Strategic Plan, 2014–2017. Specific approaches for defining a critical mass of core resources were presented to the Board during these informal consultations. The Board adopted decision 2014/17 on the matter during its 2014 second regular session, whereby Board members noted the common principles for the concept of a critical mass of core resources. |

<sup>3</sup> The indicators and the baseline and target figures, presented in table 16, correspond to those in the monitoring and reporting framework annexed to the report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/71/63–E/2016/8).

| <i>Number in monitoring and reporting framework</i> | <i>QCPR<sup>a</sup> operative paragraph</i> | <i>Indicator</i>   | <i>Frequency</i> | <i>Progress for UNICEF</i>  |
|---|---|--|------------------|---|
| 17  | 46  | Number of United Nations entities that held structured dialogues in their respective governing bodies during 2014 on how to finance the development results agreed in the new strategic planning cycle | Once             | UNICEF held a structured dialogue on financing the results of the Strategic Plan and a critical mass of core resources on 9 September 2014, during the second regular session of the Executive Board. In its decision 2014/17, the Board decided to organize, with the support of the UNICEF secretariat, on an annual basis during its second regular session a structured dialogue with Member States to monitor and follow up on the predictability, flexibility and alignment of resources provided for the implementation of the Strategic Plan, including information on funding gaps. In keeping with the decision, UNICEF organized a structured dialogue on financing the results of the Strategic Plan at the second regular session of the Board in 2015 and 2016. Furthermore, UNICEF presented its resource mobilization strategy at the 2016 first regular session of the Board and held two informal consultations with Board members on multi-year flexible funding in spring 2016, in the lead-up to the structured dialogue and corresponding conference room paper for the second regular session in September 2016. In 2017, a structured dialogue was held in September during the second regular session following an informal consultation on the subject in August. |
| 20a   | 43, 48, 51, 53                              | Percentage of total core expenditures on development-related activities by funds and programmes directed to programme activities   | Annually         | In 2017, UNICEF spent 85 per cent of its core resources on programme activities.  |
| 20b   |   | Percentage of total non-core expenditures on development-related activities by funds and programmes directed to programme activities   | Annually         | In 2017, UNICEF spent 93 per cent of its non-core resources on programme activities.  |

| <i>Number in monitoring and reporting framework</i> | <i>QCPR<sup>a</sup> operative paragraph</i> | <i>Indicator</i>   | <i>Frequency</i> | <i>Progress for UNICEF</i>  |
|---|---|--|------------------|---|
| 22  | 54  | Number of United Nations entities reporting on cost-recovery amounts within their regular financial reporting  | Annually         | UNICEF reports on cost-recovery amounts annually through regular financial reports.   |
| 28  | 63  | Average percentage of agency country offices using the common United Nations Development Group (UNDG) capacity measurement approach (when fully developed) | —                | In 2017, the United Nations Development Assistance Framework (UNDAF) Companion Guidance on Capacity Development was finalized and issued by UNDG, including a section (3.2, pp. 10–13) on measuring capacity development. The average percentage of country offices using the common UNDG capacity-measurement approach will be measured in future UNDAFs and related country programmes. |
| 29  | 14, 15                                      | Three dimensions of sustainable development reflected in strategic plans of UNDG members   | Once             | The UNICEF Strategic Plan, 2014–2017 reflects all three dimensions of sustainable development.  |
| 32  | 74, 77                                      | Number of United Nations entities that integrate South-South cooperation into their strategic plan   | Annually         | South-South cooperation is a specific strategy in the UNICEF Strategic Plan, 2014–2017 and the Strategic Plan, 2018–2021.   |
| 33  | 74, 77                                      | Number of United Nations entities that actively report on South-South cooperation in their strategic plan  | Annually         | The current report of the Executive Director captures progress in South-South cooperation for 2017.   |
| 56  | 119   | Number of United Nations entities that have simplified and harmonized agency-specific programming instruments (specify type of instrument)                 | Annually         | Since 2014, UNICEF, together with UNDP, the United Nations Population Fund (UNFPA) and the World Food Programme (WFP), has simplified and harmonized the country programme document format, as approved by the Executive Board.   |

| <i>Number in monitoring and reporting framework</i> | <i>QCPR<sup>a</sup> operative paragraph</i> | <i>Indicator</i>  | <i>Frequency</i> | <i>Progress for UNICEF</i>   |
|---|---|---|------------------|--|
| 67a   | 128   | Contributions in cash provided to the resident coordinator system   | Annually         | UNICEF contributed \$4.2 million to the resident coordinator system in 2017.   |
| 67b   | 128   | Contributions in kind provided to the resident coordinator system   | TBC              | UNICEF contributed \$5.9 million in kind to the resident coordinator system at the country level in 2017 for key system coordination functions (strategic analysis and planning, external communications and advocacy and serving as acting resident coordinator).   |
| 83  | 152   | Plan for consolidated common support at the country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, information and communications technology (ICT) and other services | Once             | UNICEF included an indicator on business operations strategies in the Strategic Plan, 2018–2021 and is actively pursuing avenues for the full implementation of such strategies by 2021. The Global Shared Services Centre (GSSC) was tasked to lead these efforts, which so far have included the establishment of internal governance structures to measure progress, the creation of the business operations strategies page on the GSSC website and the provision of further training and guidance to country offices. GSSC is working closely with WFP, the Office of the High Commissioner for Refugees and the United Nations Development Operations Coordination Office for more concerted action in advancing business operations strategies. |
| 85  | 159   | Proposal on the common definition of operating costs and a common and standardized system of cost control presented in 2014   | Once             | UNICEF led an inter-agency working group as part of the Finance and Budget Network to address this topic. A proposal on the common definition of operating costs has been completed and adopted. The exercise included the review of harmonized cost classifications currently in use by UNDP, UNFPA, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNICEF. Following the development of a framework, other United Nations entities will use it as a reference for their cost definitions.   |
| 88a   | 152, 154                                    | Number of countries implementing common services  | Annually         | 124 UNICEF country offices reported the use of common services in 2017.  |
| 88b   | 152, 154                                    | Number of countries implementing common long-term agreements  | Annually         | 99 countries reported common long-term agreements in 2017.   |

| <i>Number in monitoring and reporting framework</i> | <i>QCPR<sup>a</sup> operative paragraph</i> | <i>Indicator</i>  | <i>Frequency</i> | <i>Progress for UNICEF</i>   |
|---|---|---|------------------|--|
| 88c   | 152, 154                                    | Number of countries implementing a harmonized approach to procurement   | Annually         | 92 UNICEF country offices reported implementing a common approach in procurement (common review bodies, standard contracts, local vendor databases, consultant rosters and solicitation documents).  |
| 88d   | 152, 154                                    | Number of countries implementing common human resources management  | Annually         | 58 UNICEF country offices reported implementing a common approach to human resources management (common vacancy bulletins, selection panels, talent pools and consultant rosters).   |
| 88e   | 152, 154                                    | Number of countries implementing ICT services   | Annually         | 84 UNICEF country offices reported implementing a harmonized approach to ICT services (common ICT security, connectivity, support and infrastructure).   |
| 88f   | 152, 154                                    | Number of countries implementing financial management services  | Annually         | 55 UNICEF country offices reported implementing a common approach to financial management (common procurement of bank assessment).   |
| 90  | 153   | Number of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013 | Once             | GSSC began official operations in September 2015 and the centralization of invoice and payment processing, master data management, human resources administration, payroll and Global Help Desk services from UNICEF offices to GSSC in Budapest was completed at the end of 2016. Transactional savings of \$25 million were achieved in 2017. UNICEF, through GSSC, will continue to leverage and pursue opportunities to generate greater efficiencies and added value through streamlined service delivery to support the achievement of UNICEF programme results worldwide. |

<sup>a</sup> Quadrennial comprehensive policy review of operational activities for development of the United Nations system.