

E/ICEF/2014/6/Add.1

24 April 2014

Original: English

For information

United Nations Children's Fund

Executive Board

Annual session 2014

3-6 June 2014

Item 3 of the provisional agenda*

Addendum

Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review

*E/ICEF/2014/5.

Figure I

Summary status of meeting benchmarks for the application of programme principles and strategies (% of country offices)

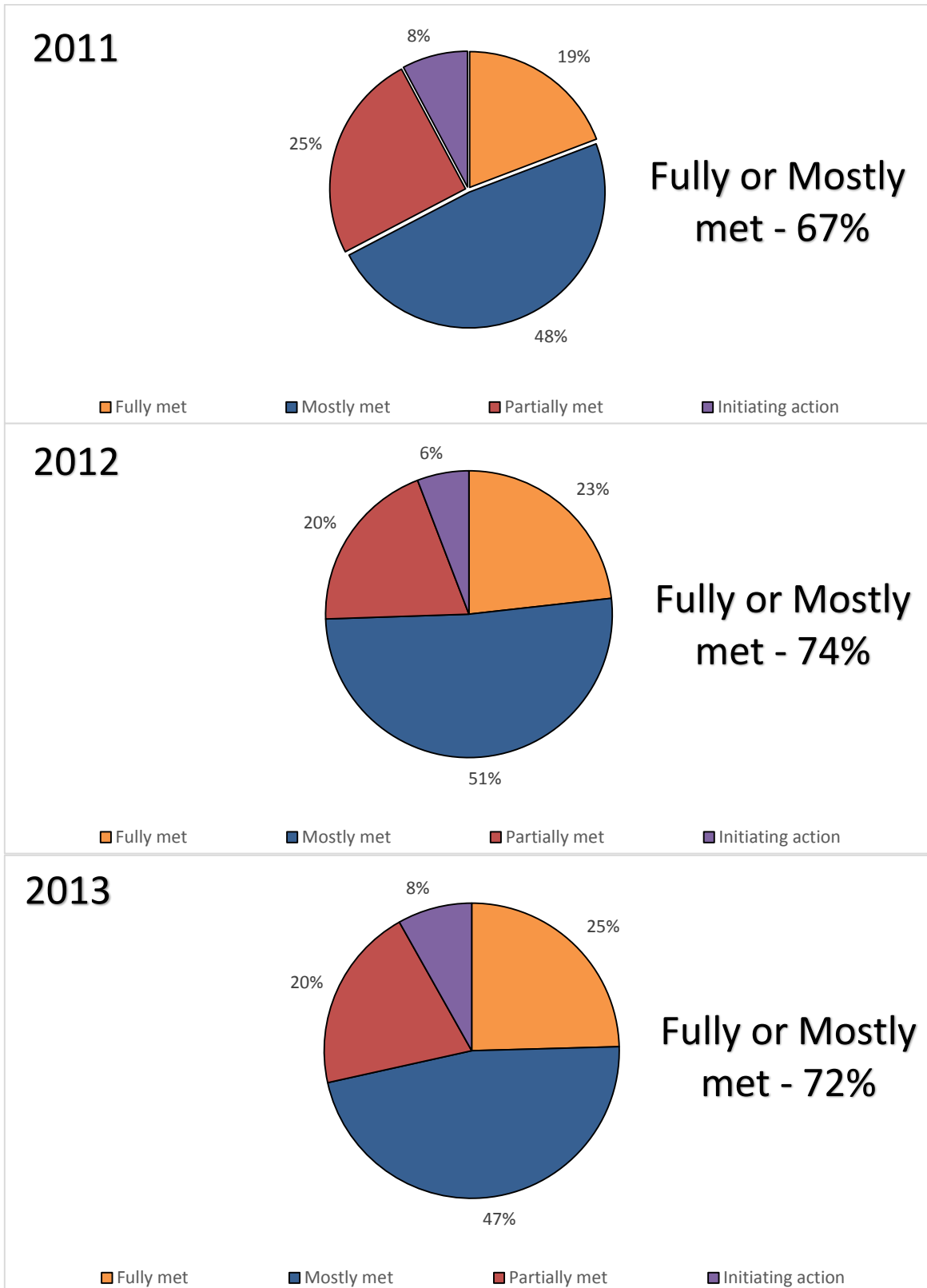


Table 1
Achievement in meeting benchmarks for the application of programme principles and strategies, by number of country offices in 2011, 2012 and 2013

Programme Principles/ Strategies	Year	Number of country offices meeting benchmarks				
		Fully met	Mostly met	Partially met	Initiating action	Total
Human rights-based approach to cooperation	2011	29	70	26	1	126
	2012	35	69	19	3	126
	2013	42	56	26	4	128
Gender equality	2011	11	59	44	12	126
	2012	15	66	42	3	126
	2013	13	60	46	9	128
Environmental sustainability	2011	19	30	39	38	126
	2012	19	37	41	29	126
	2013	15	35	38	40	128
Capacity development	2011	24	69	31	2	126
	2012	27	79	16	4	126
	2013	29	78	19	2	128
Communication for development	2011	13	63	37	13	126
	2012	21	61	35	9	126
	2013	21	65	33	9	128
Communication and advocacy	2011	33	79	11	3	126
	2012	39	67	17	3	126
	2013	48	55	20	5	128
Knowledge management and research	2011	18	51	51	6	126
	2012	12	71	36	7	126
	2013	26	61	29	12	128
Service delivery	2011	-	-	-	-	-
	2012	46	64	7	9	126
	2013	45	61	14	8	128
Strategic partnerships	2011	47	65	12	2	126
	2012	49	66	10	1	126
	2013	44	70	9	5	128

* Total achievement of benchmarks on programme principles and strategies by all offices.

Table 2
Key programme and operations management performance indicators

Key performance indicator	Baseline (Year)	Target (2013, unless stated)	Status in 2013
Human resources			
% of recruitment actions (closing date on advertisement to date of offer letter) completed within 90 days for established international Professional (IP) posts.	41% (2010)	> 75%	69%
% requests for surge capacity support met within 56 days (formal country office (CO) request to arrival of staff member in country, in accordance with Core Commitments for Children (CCCs) in humanitarian action).	90% (2010)	> 80%	92%
% cluster coordinator positions at country level for water, sanitation and hygiene (WASH), nutrition, education and child protection (sub-cluster) filled within 30 days of activation of the cluster.	Nutrition 33% WASH 83% Education 40% Child protection 60% Gender-based violence 100% (2010)	> 90%	No new clusters activated in 2013 ¹
% Performance Evaluation Reviews signed by required parties and closed by end of February the following year.	N/A	90%	90% (e-PAS, IPs only) 74% for COs, 68% Global
% of total staff costs (support budget and regular resources) spent on learning and staff development.	N/A	3%	1.6%
% women staff at P-5 levels and above, globally.	42% (2010)	50%	44%
Finance			
Management/administration/programme support costs: total regular resources (RR) and other resources (OR).	12.1% (2010)	11.5%	10.9%
Annual financial statements compliant with International Public Sector Accounting Standards (IPSAS).	Not applicable	Unmodified audit opinion	Unqualified audit opinion in 2013 for statement of 2012
Information and communication technology (ICT)			

¹ UNICEF, however, filled coordinator positions within 30 days following activation of its corporate emergency procedures for the Syrian Arab Republic (nutrition and education), Philippines (nutrition; WASH; education; and child protection) and Central African Republic (nutrition; WASH; and child protection). In addition, UNICEF had dedicated coordinators in place for WASH in the Syrian Arab Republic within 39 days, and education for the Central African Republic within 36 days.

Key performance indicator	Baseline (Year)	Target (2013, unless stated)	Status in 2013
% of emergencies where IT services requested are provided, as per standards established in the revision of CCCs in humanitarian action.	90% (2009)	> 95%	75%
% Service Level Agreement (SLA) targets are met or exceeded.	80% (2010)	> 90%	External ² SLAs: ~ 100% Internal SLAs: ~ 76%
% of ICT applications rolled out successfully as planned.	80% (2010)	> 80%	73%
Supply			
% orders delivered at port of entry at or within agreed target arrival dates.	80% (2010)	95%	57%
% rapid response orders shipped within 48 hours of sales order release.	49% (2005)	95%	85%
Use market analysis and product innovation to improve programme effectiveness and/or reduce costs.	None in 2010	At least 2 products with savings of \$5 million per year	2 products passed the final stage; final data not available yet
Programme oversight			
% UNICEF offices that have documented efficiency gains in their operation functions.	70% (2010)	> 90%	91%
% new country programme documents (CPDs) approved by the Executive Board that meet organizational standards for application of human rights-based approach.	82% (2010)	> 90%	76.4%
% new CPDs approved by the Executive Board that meet organizational standards for application of gender mainstreaming.	57% (2010)	> 90%	67.2%
% country programmes for which a gender review and self-assessment undertaken within the last four years.	68% (2010)	> 90%	59%
% new CPDs approved by the Executive Board that meet organizational standards for results-based management.	83% (2010)	> 90%	81.4%
% CPDs that include clearly articulated strategy for use of communication for development, with focus on behaviour and social change to achieve results for children.	72% (2010)	> 90%	81.1%

² External SLAs refer to major global outsourcing service providers such as VSAT telecommunications, IT Security Services and Data Centres.

Key performance indicator	Baseline (Year)	Target (2013, unless stated)	Status in 2013
Knowledge management: Number of 'communities of practice' (COPs) created, as per established guidance.	3 (2008)	At least 10 active COPs	> 10
Number of documented cases of UNICEF support to South-South cooperation.	83 (2008)	At least 100/year	95
Number of countries using UNICEF procurement services to procure supplies for children and their families.	100 (2008)	100	99
Programme funding			
% donor reports submitted on time.	90% (2010)	> 85%	92%
Per capita contribution to UNICEF compared with gross national income per capita and level of regular resources (OECD/DAC* and European Union Member States).	Comparative table	Comparative table	See Fig. 4 on page 8
Income (millions of dollars): RR/ Other resources-regular (OR-R)/ Other resources-emergencies (OR-E).	RR 576 OR-R 1 187 OR-E 677 (2010)	RR 637 OR-R 1 101 OR-E 605	RR 1 265 OR-R 2 256 OR-E 1 332
% of OR-R and OR-E that is thematic funding.	OR-R: 14% (2010) OR-E: 32% (2010)	OR-R of 20% OR-E of 25%	OR-R 9.3% OR-E 11.1%
United Nations coherence			
% CPDs with results matrices fully aligned to United Nations Development Assistance Framework (UNDAF) results matrix as per external assessment.	74% (2007)	> 90%	93.4%
Number of UNICEF staff serving as Resident Coordinators (M/F).	12 (2008)	N.A.	6
Risk management practices and evaluations			
General compliance with Institute of Internal Auditors standards, based on periodic independent quality reviews of internal audit function.	General compliance (2010)	General Compliance	General Compliance
Number of offices/divisions with audit recommendations outstanding for over 18 months.	7 (2010)	< 10 each year	3
% complaints investigated and closed within six months.	86% (2010)	> 80%	85%
% corporate evaluations with a formal management response.	50% (2011)	> 80%	90%
% evaluations rated as <i>unsatisfactory</i> using United Nations standards.	13% (2005)	< 7%	8%

*Organisation for Economic Co-operation and Development/Development Assistance Committee

Table 3
UNICEF revenue by resource type and source, 2012 and 2013

(In millions of United States dollars)

<i>Source of revenue</i>	<i>2013 Actual \$m</i>	<i>2012 Actual \$m</i>	<i>2013 Plan \$m</i>
Regular resources			
Government	587	601	610
Private sector**	589	607	543
Other revenue*	89	80	70
Total – regular resources	1 265	1 288	1 223
	26%	33%	32%
Other resources (regular)			
Government	1 429	1 094	1 115
Private sector**	653	568	540
Inter-organizational arrangements	174	172	126
Subtotal	2 256	1 834	1 781
Other resources (emergency)			
Government	977	577	623
Private sector**	195	69	70
Inter-organizational arrangements	160	177	136
Subtotal	1 332	823	829
Total – other resources	3 588	2 657	2 610
	74%	67%	68%
Total Revenue	4 853	3 945	3 833

*Other revenue includes income from interest, procurement services, and other sources.

** Includes revenue from National Committees for UNICEF, country office private sector fundraising and non-governmental organizations.

Figure II
Contributions to UNICEF by funding type, 2013

(In millions of United States dollars)

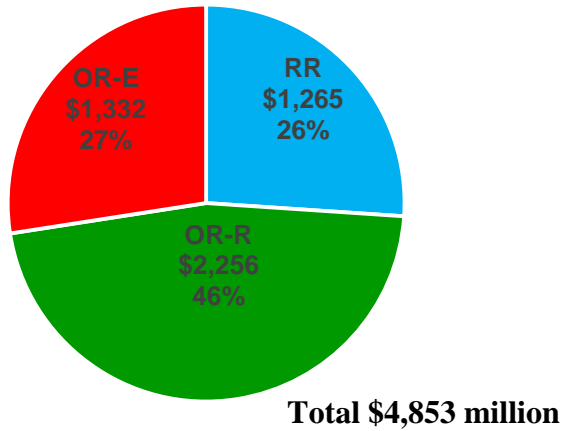


Table 4
UNICEF revenue by source, 2012 and 2013

(In millions of United States dollars)

Source of revenue	2013	2012	2013
	Actual \$m	Actual \$m	Planned \$m
Government	2 993	2 272	2 348
Private sector/non-government	1 437	1 244	1 153
Inter-organizational arrangements	334	349	262
Other	89	80	70
Total	4 853	3 945	3 833

Table 5
Top 20 government and inter-governmental contributors to UNICEF, 2013

(In thousands of United States dollars)

	Regular resources	Other resources-regular	Other resources-emergency	Total
United Kingdom	62 416	318 323	174 649	555 387
European Commission	0	231 269	200 096	431 365
United States	125 168	86 903	113 284	325 355

Japan	22 722	55 447	184 849	263 019
Norway	82 134	147 122	12 050	241 306
Sweden	69 395	106 203	30 838	206 436
Netherlands	44 503	127 972	3 750	176 225
Canada	16 814	118 414	26 322	161 550
Germany	8 662	10 247	40 854	59 764
Denmark	31 921	12 294	15 448	59 663
Kuwait	200	0	55 000	55 200
Australia	0	35 490	18 293	53 783
Finland	27 788	7 924	10 988	46 700
Switzerland	22 976	15 963	7 092	46 031
Belgium	13 866	9 723	10 926	34 515
Republic of Korea	3 200	15 291	7 986	26 477
Ireland	10 473	6 390	1 349	18 211
France	4 404	12 402	136	16 941
Italy	3 927	6 554	3 220	13 701
Spain	3 536	354	8 249	12 139

Figure III
Contribution trends from all resource partners, 2004-2013

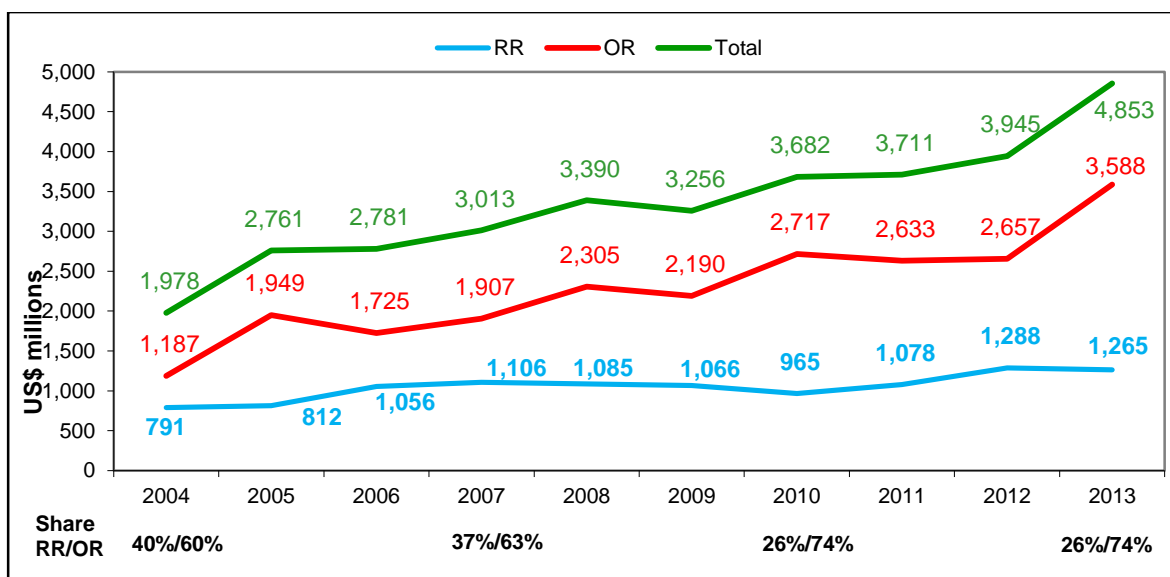


Figure IV

Per capita contributions to UNICEF and gross national income per capita, 2013

(In United States dollars)

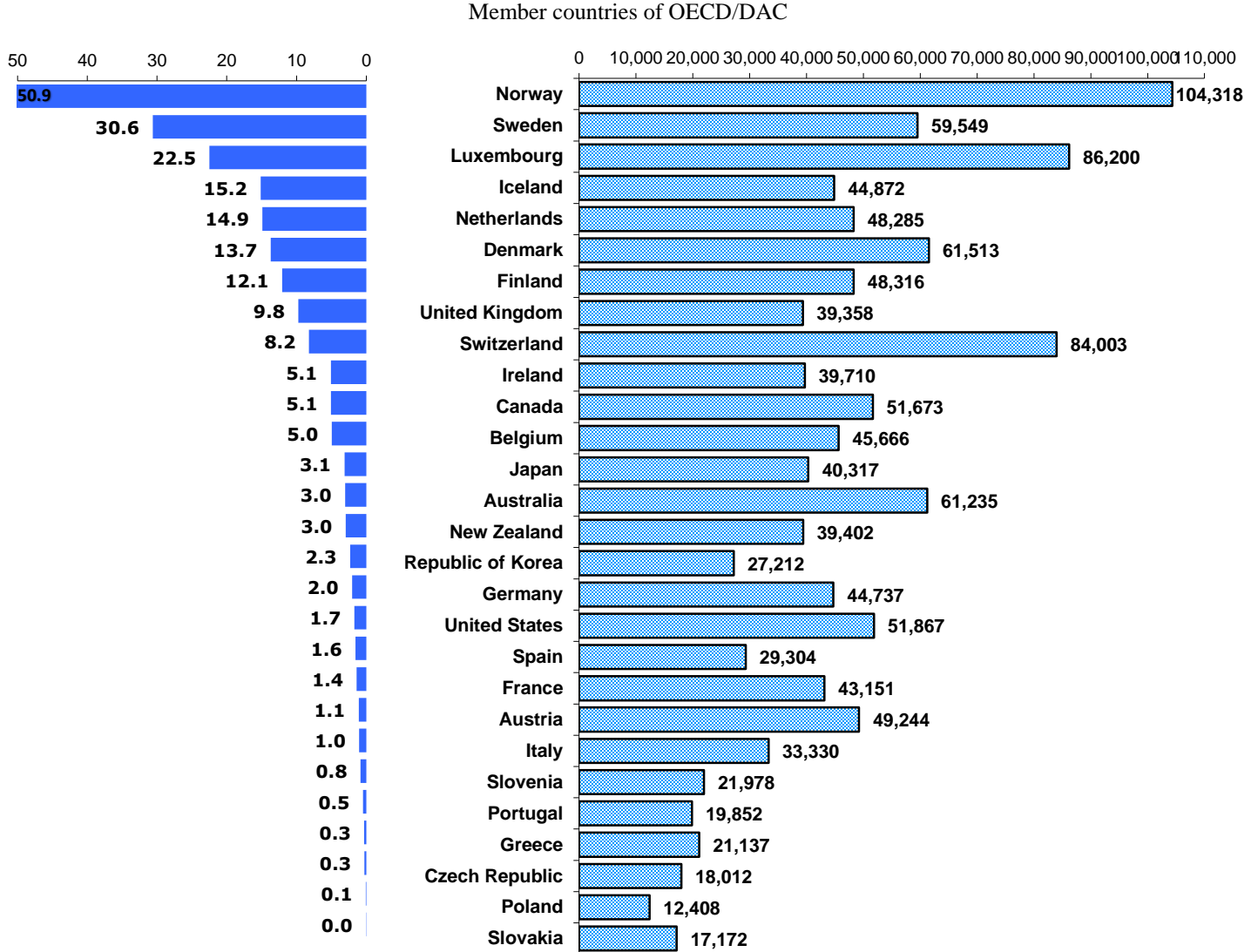
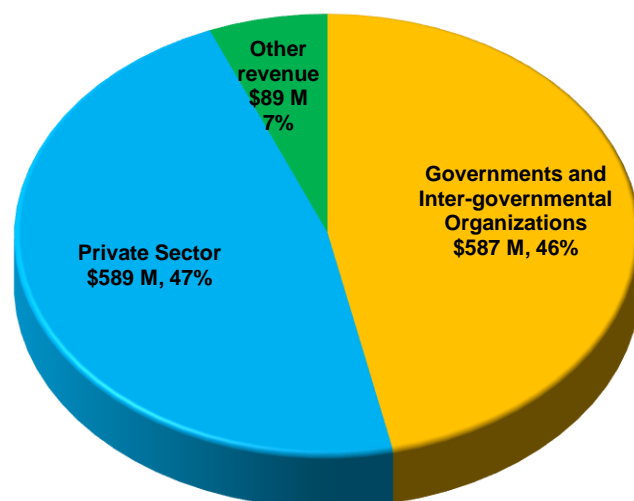


Figure V
Contribution to core resources, 2013



Total Core Resources: US\$1,265 million

Table 6
Top 20 resource partners for core resources, 2013

Resource partner		RR (US\$)	Resource partner		RR (US\$)
1	United States	125 168 000	11	Spain NC	42 466 333
2	Japan NC	106 654 403	12	Sweden NC	40 308 800
3	Norway	82 134 000	13	United States NC	34 304 666
4	Republic of Korea NC	70 044 216	14	Denmark	31 920 611
5	Sweden	69 395 071	15	Finland	27 787 750
6	United Kingdom	62 415 519	16	Switzerland	22 975 890
7	Germany NC	57 235 466	17	Japan	22 722 303
8	France NC	47 418 889	18	Italy NC	20 888 422
9	Netherlands	44 502 600	19	Canada	16 814 088
10	Netherlands NC	42 730 236	20	United Kingdom NC	15 336 655

NC = National Committee for UNICEF

Table 7
Top 20 resource partners for other resources, 2013

Resource partner		OR (US\$)
1	United Kingdom	492 971 693
2	European Commission	431 364 861
3	Japan	240 296 333
4	United States	200 187 246
5	United States NC	193 116 499
6	Norway	159 172 187
7	Canada	144 735 729
8	Sweden	137 040 973
9	Netherlands	131 722 035
10	Central Emergency Response Fund and other funds transferred through United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)	125 914 243

Resource partner		OR (US\$)
11	Multi Donor Trust Funds, Delivering as One and other funds transferred through the United Nations Development Programme (UNDP)	83 714 004
12	Kuwait	55 000 000
13	Australia	53 783 349
14	Global Partnership for Education	53 197 127
15	Germany NC	51 948 384
16	Germany	51 101 345
17	GAVI Alliance	47 402 896
18	Sweden NC	47 092 845
19	United Kingdom NC	45 561 635
20	Unified Budget, Results and Accountability Framework and other funds transferred through United Nations Joint Programme on HIV/AIDS	33 853 727

NC = National Committee for UNICEF

Figure VI
Other resources contributions by type of resource partners, 2013

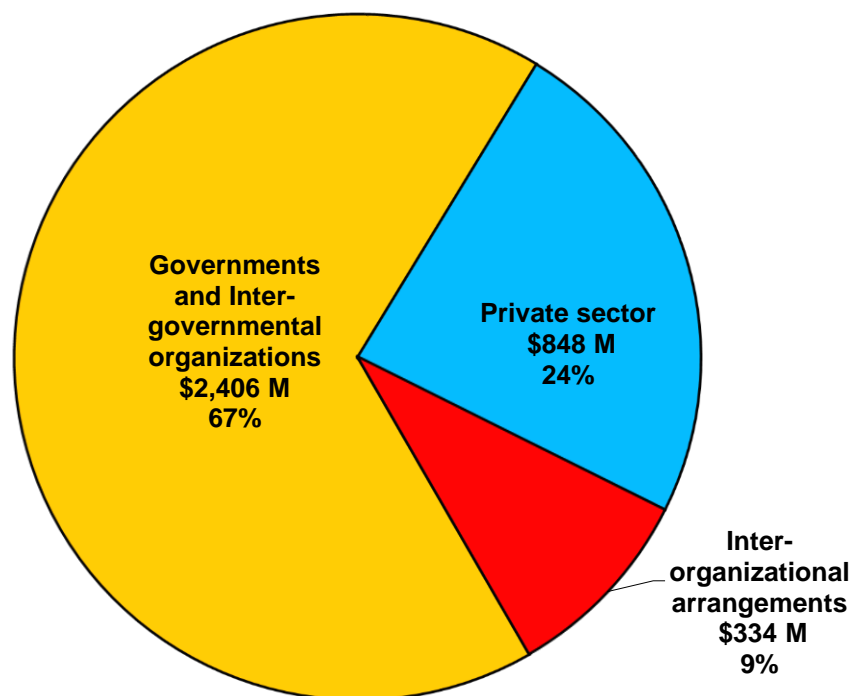


Table 8
Top 20 resource partners for other resources-emergency, 2013

Resource partner	ORE (US\$)
1 European Commission	200 096 350
2 Japan	184 849 281
3 United Kingdom	174 649 000
4 Central Emergency Response Fund and other funds transferred through UNOCHA	125 914 243
5 United States	113 284 090
6 Kuwait	55 000 000
7 Germany	40 854 324
8 Multi-Donor Trust Funds, Delivering as One and other funds transferred through UNDP	38 860 083
9 United States NC	31 486 343
10 Sweden	30 838 467

Resource partner	ORE (US\$)
11 Canada	26 321 820
12 Germany NC	24 627 932
13 Australia	18 293 096
14 Japan NC	17 280 060
15 United Kingdom NC	16 910 882
16 Denmark	15 448 483
17 Netherlands NC	15 154 097
18 Spain NC	12 327 194
19 Norway	12 050 469
20 Finland	10 988 447

NC = National Committee for UNICEF

Table 9
UNICEF expenditures, 2012 and 2013

(In millions of United States dollars)

<i>Budget categories</i>	<i>2012</i>	<i>2013 actual</i>	
	<i>actual</i>	<i>\$m</i>	<i>%</i>
Development	3 416	3 778	89.4
Programme	3 292	3 650	
Development effectiveness	124	128	
Management	322	320	7.6
United Nations development coordination	2	1	0
Special purpose (including capital investment)	15	11	0.3
Other (including private fundraising and partnerships)	111	114	2.7
Total	3 866	4 224	100

Note: The UNICEF expenditure by budget categories in this table are presented on a modified cash basis and reflect cash disbursements and internal obligation documents (such as purchase orders) created in 2013.

Table 10
Direct programme expense by regions, 2013

(In millions of United States dollars)

	FA1	FA2	FA3	FA4	FA5	Other	Grand total
CEE/CIS	19.3	33.7	5.5	19.8	17.3	0.1	95.8
EAPR	106.8	73.7	11.3	27.2	32.7	0.2	251.9
ESAR	606.7	208.9	44.4	101.0	77.4	21.4	1 059.8
HQ	64.6	20.7	10.1	16.7	19.6	11.7	143.3
LACR	57.3	43.4	4.2	34.9	32.4	(0)	172.1
MENA	282.7	91.5	3.8	73.9	27.4	2.9	482.2
SOUTH ASIA	257.2	86.7	3.5	44.3	40.6	-	432.2
WCAR	597.2	154.0	29.2	81.4	47.2	41.1	950.2
Grand Total	1 991.7	712.6	111.9	399.3	294.6	77.3	3 587.5

FA = focus area

Note: Due to rounding, totals may differ slightly from amounts added up.

Regions/Offices: CEE/CIS: Central and Eastern Europe and the Commonwealth of Independent States; EAPR: East Asia and Pacific region; ESAR: Eastern and Southern Africa region; HQ: Headquarters; LACR: Latin America and Caribbean region; MENA: Middle East and North Africa region; West and Central Africa region.

Table 11
Direct programme expense by focus area, 2013

(In millions of United States dollars)

<i>Focus area, medium-term strategic plan (MTSP), 2006-2013</i>	<i>RR</i>	<i>OR-R</i>	<i>OR-E</i>	<i>Total</i>
Young Child Survival and Development (YCSD)	393.6	935.9	662.2	1 991.7
Basic Education and Gender Equality (BEGE)	137.1	452.0	123.5	712.6
HIV/AIDS and Children (HIV/AIDS)	30.9	71.2	9.8	111.9
Child Protection: Preventing and Responding to Violence, Exploitation and Abuse	102.0	189.5	107.8	399.3
Policy Advocacy and Partnerships for Children's Rights	127.8	129.8	37.0	294.6
Other interventions (not specifically by focus area)*	17.0	-8.0	68.4	77.3
Total (rounded)	808.5	1 770.4	1 008.7	3 587.5

* In accordance with IPSAS accounting policies, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2014 when the buildings are complete and handed over to partners.

Table 12
Direct programme expense by focus area in sub-Saharan Africa, 2013

(In millions of United States dollars)

<i>Focus area, MTSP</i>	<i>RR</i>	<i>OR-R</i>	<i>OR-E</i>	<i>Total</i>
Young Child Survival and Development	249.4	634.7	391.0	1 275.0
Basic Education and Gender Equality	78.8	244.1	52.6	375.5
HIV/AIDS and Children	21.8	45.9	8.2	75.9
Child Protection: Preventing and Responding to Violence, Exploitation and Abuse	53.9	89.8	47.1	190.7
Policy Advocacy and Partnerships for Children's Rights	59.5	50.6	18.9	129.1
Other interventions (not specifically by focus area)	1.6	0.4	60.4	62.5
All MTSP focus areas	464.9	1 065.6	578.2	2 108.7

Note: Due to rounding, totals may differ slightly from amounts added up.

Table 13
Direct programme expense by focus area in Least Developed Countries, 2013

(In millions of United States dollars)

<i>Focus area, MTSP</i>	RR	OR-R	OR-E	Total
Young Child Survival and Development	237.9	524.4	414.9	1 177.2
Basic Education and Gender Equality	86.6	265.9	60.4	412.9
HIV/AIDS and Children	17.4	32.4	4.2	53.9
Child Protection: Preventing and Responding to Violence, Exploitation and Abuse	57.2	82.9	50.8	190.9
Policy Advocacy and Partnerships for Children's Rights	63.4	48.9	22.5	134.8
Other interventions that do not fall under any of the focus areas	1.1	0.4	58.2	59.7
All MTSP focus areas	463.6	954.9	610.9	2 029.4

Note: Due to rounding, totals may differ slightly from amounts added up.

Table 14
Direct programme expense by key result areas in each MTSP focus area, 2013

(In millions of United States dollars)

Focus area/Key result area (KRA)	Expense (in US \$ million)	% of focus area expense
YCSD-KRA1 - Support national capacity to achieve MDG 1 by improving child nutrition through improved practices and enhanced access to commodities and services	96.8	4.9%
YCSD-KRA 2 - Support national capacity to achieve MDGs 4 and 5 through increased coverage of integrated packages of services, improved practices and an enhanced policy environment	1 211.0	60.8%
YCSD-KRA 3 - Support national capacity to achieve MDG 7 (target 7C) by increasing access to and sustainable use of improved water sources and sanitation facilities	263.2	13.2%
YCSD-KRA 4 - In humanitarian situations, (both acute and protracted), every child is covered with life-saving interventions (as per UNICEF Core Commitments for Children in Humanitarian Action)	383.9	19.3%
YCSD Cross-cutting within focus area Young Child Survival and Development	36.7	1.8%
Total for focus area Young Child Survival and Development	1 991.8	100%
BEGE- KRA 1 - Support national capacity to increase children's access to quality early childhood care and education in order to improve children's developmental readiness and to ensure that children start primary school on time, especially for marginalized children	73.0	10.2%
BEGE- KRA 2 - Support national capacity to reduce gender and other disparities in relation to increased access and completion of quality basic education (including transition from pre-primary and primary to post-primary)	133.6	18.8%
BEGE-KRA 3 - Support national capacity to improve educational quality and increase school retention, completion and achievement rates	380.5	53.4%
BEGE-KRA 4 - Restore education after emergencies and in post-crisis situations following sudden-onset humanitarian crisis and/or during protracted crisis	111.6	15.7%
BEGE Cross-cutting within focus area Basic Education and Gender Equality	13.8	1.9%
Total for focus area Basic Education and Gender Equality	712.6	100%
HIV/AIDS-KRA 1 - Reduce the number of paediatric HIV infections; increase the proportion of HIV-positive women receiving antiretroviral drugs; increase the proportion of children receiving treatment for HIV and AIDS	49.9	44.6%
HIV/AIDS-KRA 2 - Support national capacity to increase the proportion of children orphaned or made vulnerable by HIV and AIDS receiving quality family, community and government support	19.6	17.5%
HIV/AIDS-KRA 3 - Support reduction of adolescent risk and vulnerability to HIV and AIDS by increasing access to and use of gender-sensitive prevention information, skills and services	38.2	34.1%
HIV/AIDS Cross-cutting within focus area HIV/AIDS and Children	4.2	3.7%

Focus area/Key result area (KRA)	Expense (in US \$ million)	% of focus area expense
Total for focus area HIV/AIDS and Children	111.9	100%
Child Protection-KRA1 - Better child protection systems that include national laws, policies and services across sectors, in particular justice and social protection, to protect all children from violence, exploitation and abuse	180.7	45.2%
Child Protection-KRA2 - Stimulate networks and dialogue on social conventions, norms and values to prevent violence, exploitation, abuse and unnecessary separation of children; challenge grave violations against children and harmful practices, respecting views of children and build their resilience	48.7	12.2%
Child Protection-KRA3 - Better protection of children from the immediate and long-term impact of armed conflict and humanitarian crises	134.4	33.7%
Child Protection-KRA4 - Improved country-level monitoring, research, evaluation and use of data on child protection	29.3	7.3%
Child Protection - Cross-cutting within focus area Child Protection: Preventing and Responding to Violence, Exploitation and Abuse	6.2	1.5%
Total for focus area Child Protection: Preventing and Responding to Violence, Exploitation and Abuse	399.3	100%
Pol. Adv.-KRA1 - Support national capacity to collect, analyse and disseminate strategic information on the situation of children and women	108.0	36.6%
Pol. Adv.-KRA2 - Research and policy analysis on economic/social policies supporting governance for implantation of the Convention on the Rights of the Child/Convention on the Elimination of All Forms of Discrimination against Women	63.4	21.5%
Pol. Adv.-KRA3 - Policy advocacy, dialogue and leveraging	76.2	25.9%
Pol. Adv.-KRA4 - Institutionalized participation of children and young people in civic life	42.9	14.5%
Pol. Adv. Cross-cutting within the focus area Policy Advocacy and Partnerships for Children's Rights	4.2	1.4%
Total for focus area Policy Advocacy and Partnerships for Children's Rights	294.6	100%

Table 15
Thematic funding for MTSP focus areas and humanitarian assistance, 2013

(In millions of United States dollars)

<i>Thematic area</i>	<i>2012</i>	<i>2013</i>
Young child survival and development	41	64
Basic education and gender equality	122	112
HIV/AIDS and children	11	10

Child protection: preventing and responding to violence, exploitation and abuse	18	17
Policy advocacy and partnerships for children's rights	6	8
Humanitarian assistance	89	148
Total	287	359

Table 16
UNICEF progress in 2013 on relevant indicators of the Secretary-General's QCPR Monitoring and Reporting Framework³

# in SG Monitoring Framework	QCPR OP	Indicator	Frequency	Progress for UNICEF
12	35	# of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base	One time	The UNICEF Executive Director in his statement at the 2014 first regular session of the Executive Board reported on concrete measures taken to broaden the donor base. Further reporting will be done in the context of the structured dialogue to be held at the second regular session of the Executive Board in 2014.
13	39	# of United Nations funds and programmes that defined common principles for the concept of critical mass of core resources by 2014	One time	Common principles were presented to Member States on 19 December 2013. Further refinement of the concept will continue in 2014 through dialogue with Member States, including in the context of the structured dialogue to be held at the second regular session of the Executive Board in 2014.
17	46	# 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	One time	The structured dialogue will be held during the second regular session of the Executive Board in 2014.
20a	43, 48, 51, 53	% of total core expenditures on development-related activities by funds and programmes directed to programme activities	Annually	74% (2013)
20b		% of total non-core expenditures on development-related activities by funds and programmes directed to programme activities	Annually	95% (2013)
22	54	# 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 % of agency country offices using the common United Nations Development Group (UNDG) capacity measurement approach (when fully developed)	NA	The UNDG capacity measurement approach is still to be developed and finalized.
29	14, 15	Three dimensions of sustainable development reflected in strategic plans of UNDG members	One time	The UNICEF Strategic Plan 2014-2017 reflects all three dimensions of sustainable development.
32	74,77	# of United Nations entities that integrate South-South cooperation into their strategic plan.	Annually	South-South and triangular cooperation is one of the seven implementation strategies in the UNICEF Strategic Plan 2014-2017.

³ Indicators included in this table correspond to the indicators in the Secretary-General's quadrennial comprehensive policy review monitoring and reporting framework, for which agencies' annual reports are a data source. For baseline and targets, refer to the framework (See A/69/63-E/2014/10, annex II.)

# in SG Monitoring Framework	QCPR OP	Indicator	Frequency	Progress for UNICEF
33	74,77	# of United Nations entities that actively report on South-South cooperation in their strategic plan.	Annually	The annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review (E/ICEF/2014/6) and this addendum capture progress in this area for 2013.
56	119	# of United Nations entities who have simplified and harmonized agency-specific programming instruments (specify type of instrument)	Annually	UNICEF together with UNDP, UNFPA and WFP has simplified and harmonized the country programme document format, as approved by the Executive Board.
67a	128	Contributions in cash provided to the Resident Coordinator system	Annually	UNICEF contributed \$2.6 million in cash to the Resident Coordinator system.
67b	128	Contributions in kind provided to the Resident Coordinator system	TBC	UNICEF contributed \$2.1 million in kind to the Resident Coordinator system.
83	152	Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, ICT and other services	One time	UNICEF together with agencies, funds and programmes, is piloting the Business Operations Strategy in 11 countries. At the end of 2014/early 2015, a cost-benefit analysis involving both the undg and the HLCM will be conducted to produce evidence that will inform plans for the establishment of consolidated support services.
85	159	Proposal on the common definition of operating costs and a common and (standardized) system of cost control presented in 2014	One time	UNICEF is leading a working group that is assessing the feasibility of expanding the common cost categories being implemented by UNDP, UNFPA, UN Women and UNICEF. The objective is to agree on common cost classification and at a later stage a standardized system of cost controls.
88a	152, 154	# of countries implementing common services	Annually	117 UNICEF country offices use common services, with travel and security accounting for the areas of common services most often utilized.
88b	152, 154	# of countries implementing common Long Term Agreements (LTAs)	Annually	89 countries implementing 821 LTAs; UNICEF managing 478 LTAs
88c	152, 154	# of countries implementing harmonized approach to procurement	Annually	45 UNICEF country offices report implementing a harmonized approach to procurement; 36 report achieving efficiency gains; 19 country offices report savings of approximately \$766,147.
88d	152, 154	# of countries implementing common human resource management	Annually	25 UNICEF country offices report implementing a harmonized approach to human resource management; 14 UNICEF country offices report efficiency gains and 4 country offices report savings of \$68,002.
88e	152, 154	# of countries implementing ICT services	Annually	28 UNICEF country offices report implementing a harmonized approach to ICT services; 19 country offices

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				report efficiency gains and 16 country offices report savings of \$231,042.
88f	152, 154	# of countries implementing financial management services	Annually	27 UNICEF country offices report implementing a harmonized approach to procurement; 15 UNICEF country offices report efficiency gains and 8 country offices report savings of \$240,014.
90	153	# of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013.	One time	UNICEF reported on progress in 2013, and in 2014 at the first regular session of the Executive Board announced the establishment of a single integrated Global Shared Services Centre.