

## Evaluation Management Response Document

**Region:** HQ

**Office:** Evaluation Office

**Evaluation Year:** 2022

**Evaluation Title:** *Evaluability Assessment and Formative Evaluation of UNICEF's Positioning to Achieve the Goals of the Strategic Plan (2022-2025)*

**Person In Charge For Follow Up to Management Response:** Marcio De Carvalho

### Overall response to evaluation

UNICEF welcomes the insights provided by the report and its accompanying suite of documents and would add additional context to each of the main findings to further clarify progress and expectations. UNICEF remains committed to reflecting the findings of evaluations and reviews in implementing its Strategic Plan, 2022–2025. That commitment to learning and improvement was embedded from the very beginning of the development of the Plan when UNICEF integrated the recommendations from the evaluation of the Strategic Plan, 2018–2021, and moving forward it is also expressed in the envisioned Global Effectiveness Reviews.

### Planned Use of the Evaluation

UNICEF will closely work with the Evaluation Office to support stakeholder engagement throughout the remainder of this evaluative exercise, including communicating and socializing the main findings across the organization, implementing recommendations of the evaluation, and strengthening its knowledge. Institutional learning and evidence-based reflections will enable the organization to brave the multiple challenges and chart and refine its course towards securing the rights of every child.

### Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Accelerate programmatic and organizational convergence towards outcomes for children.				Agree	
1.0	1.1. Accelerate shifts towards a more holistic approach to UNICEF work that: <ul style="list-style-type: none"> <li>Address structural barriers, accountabilities and behaviour change</li> <li>Establish internal space for joint and evidence-based strategic reflection on the interplay between Goal Areas, change strategies, cross-cutting programmes, and enablers</li> <li>Drive convergent programming through support for multisectoral work planning and knowledge-sharing, and strengthen monitoring of outcome-level results.</li> </ul>	Office of the Executive Director; Programme Group;	Ted Maly, Genevieve Boutin, Pernill Ironside, Marc Chitondo	6/30/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: Addressing Structural Barriers, Accountabilities, and Behaviour Change: UNICEF is actively involved in organizational change efforts, focusing on various aspects such as the development of communication strategies for management and staff. This has resulted in collaboration across the organization, fostering a culture change and enhancing internal communication. An updated Accountability Framework(E/ICEF/2022/24 was submitted to the Executive Board second regular session in 2022 and is expected to enable more seamless programmatic and organizational convergence. Establishment of Internal Space for Strategic Reflection: UNICEF has

conducted a comprehensive review of its business models spanning from 1994 to 2022, analyzing lessons learned and good practices in effecting change. Additionally, UNICEF has launched a Change Management knowledge platform to facilitate learning, knowledge sharing, and information dissemination on change management practices. Ongoing change management learning and information sharing events further enhance staff capacity to lead change effectively. Furthermore, the organization is actively exploring underlying cultural and behavioral issues enabling change within the organization. UNICEF is also designing the People Strategy that includes the organizational vision for people experience, and operationalizing Global Technical Teams to foster organizational convergence around programme priorities, in a more agile manner. The establishment of matrixed reporting lines within Global Technical Teams is part of ongoing efforts to formalize these teams' structures and enhance their effectiveness in driving organizational convergence and achieving programmatic goals. Support for Convergent Programming: UNICEF has been instrumental in driving convergent programming through support for multisectoral work planning and knowledge-sharing. The organization is leading the digitalization efforts of the Country Programme Planning modality (CPX), which aims to align all accountable players towards programme effectiveness. Additionally, UNICEF is providing support to ensure the uptake of programme implementation processes and tools aligned with results and resources planning structures. This integration work includes efforts to align new digital systems with internal platforms for country programme management, facilitating seamless planning and monitoring of outcome-level results across sectors and regions. UNICEF is also designing the competency framework to ensure that the

						humanitarian review recommendations and the subsequent talent management strategies to strengthen the organization's workforce and leadership' ability to operate in both humanitarian action and development contexts are reflected. UNICEF is set to identify annual priorities for multi-sector planning and collaboration based on these priorities.
1.0	1.2. Identify and use incentives that are shown to be effective, including visibility and recognition of partners, to strengthen partnerships and achieve better external convergence, including with the rest of the United Nations system and through pooled resources for sustainable development and nexus approaches.	Public Partnerships Division; Private Fundraising	Megan Gilgan,Andre Franco,Jorge Olague	3/31/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has taken significant steps to facilitate the rollout and adoption of digital work planning platforms (eWP) to enhance collaboration in programming and analysis. Updates indicate ongoing monitoring of eWP adoption across all Country Offices (COs), enabling future analysis on programming effectiveness. Furthermore, the organization utilizes digital tools such as UNPP and eTools, along with associated data analysis and mapping, to establish the need for and progress on intersectoral and convergence approaches. Recent updates highlight the integration of cross-sectoral responses into workplans and implementation processes, involving Civil Society Organizations (CSOs) and government entities. Meanwhile, UNICEF continues to implement recognition and visibility strategies for public and private sector partners, building upon existing packages while exploring enhancements. Initial consultations for a new strategy were conducted in Q2 2023, laying the foundation for an organization-wide recognition strategy with a focus on flexible funding donors. This effort began with the development of a taxonomy in December 2023 to guide subsequent steps. In parallel, the organization maintains a priority on recognizing and

						enhancing visibility for public sector partners, particularly for core funding. UNICEF collaborates with partners to co-create tailored recognition and visibility plans, curate content on key platforms including social media, and strengthen narratives around the importance of core funding for sustainable results. Efforts include evidence-collection, capacity-building for staff, and exploring opportunities for real-time recognition and visibility, especially in emergency response contexts.
1.0	1.3 Articulate a clear vision on organizational and cultural convergence within UNICEF to: • Communicate and demonstrate the organizational value of systems thinking, cooperativeness across silos, comprehensive approaches and informed risk-taking/management by senior management • Incentivize these behaviours at all levels, focusing firstly on senior managers • Prioritize investment in corresponding skills and approaches in recruitment, and lateral or upward moves • Incorporate related skills and competencies into leadership development, coaching and mentoring programmes; robust staff and programme performance reviews/ evaluations; and succession planning, and selection of senior managers.	Office of the Executive Director (including Organi	Ted Maly, Geetanj Narayan, Marq Chitondo	12/31/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: Communicating and Demonstrating Organizational Values: UNICEF is actively communicating and demonstrating the value of systems thinking, cooperativeness across silos, comprehensive approaches, and informed risk-taking/management. The organization has designed the UNICEF People Strategy to reflect the vision for people's experience and is continuously engaged in reviewing the strategy to integrate considerations around organizational culture, diversity, equity, and inclusion. UNICEF is also involved in Developmental Evaluations and continuous collaboration in the Values in Action campaign. Incentivizing Desired Behaviors: In alignment with the recommendation, UNICEF has undertaken initiatives to incentivize desired behaviors at all levels, with a focus on senior managers. The organization has implemented learning programs and support initiatives for conflict management and overall management. These include the Managers

						<p>Support Programme, which provides guidance and coaching for managers at all levels, and Senior Leadership Conversations, which provide safe spaces for open dialogue among senior management.</p> <p>Prioritizing Investment in Skills and Approaches: UNICEF has prioritized investment in corresponding skills and approaches in recruitment, and lateral or upward moves. The organization has rolled out new recruitment policies and tools, including the Staff Selection Policy and a global recruitment hub, to enhance efficiency and quality in recruitments. Additionally, UNICEF has focused on addressing workplace issues identified through staff surveys and has developed initiatives to leverage diversity as a key factor in bringing better solutions for the populations served by UNICEF. Incorporating Skills and Competencies into Leadership Development: UNICEF has incorporated related skills and competencies into leadership development, coaching, and mentoring programs; robust staff and program performance reviews/evaluations; and succession planning, and selection of senior managers. The organization has conducted skills mapping exercises, developed talent management frameworks, and introduced leadership succession planning frameworks. Additionally, UNICEF offers career coaching programs and supports ongoing learning and development opportunities for staff. These efforts are aimed at ensuring that leadership development programs and performance evaluations align with organizational objectives and priorities.</p>
1.0	1.4. Integrate concepts of convergence into any new or updated guidance, as needed.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside, Genevieve Boutin	6/30/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the</p>

more specific steps that may undertaken are as follows: UNICEF has integrated convergence principles into the new Country Programme Planning (CPP) guidance. This integration spans all phases of the country programme development process and is underscored by its linkage to the newly introduced UNICEF Procedure on Humanitarian-Development Peace (HDP) Nexus. This procedural reference has been seamlessly incorporated into the overall Country Programme Management package in October 2022, marking a significant step toward holistic programming alignment. Simultaneously, UNICEF is actively engaged in the process of reflecting convergence concepts into program implementation processes and guidance materials. Scheduled updates to the UNICEF Programme Implementation Handbook, planned in 2024, aim to incorporate and strengthen the concept of convergence to enhance program planning and execution. Moreover, UNICEF has implemented the Procedure on Humanitarian, Development and Peace Nexus that provides instructions on how the organization will systematically improve the coherence and complementarity between its humanitarian action, support to sustainable development, and approach to peacebuilding and sustaining peace - through integrated, holistic programming approaches. In doing so, UNICEF programmes will address root causes of fragility while strengthening resilience and building the capacity of individuals, communities and institutions to prevent, prepare and respond to the needs of children. This is in line with the priorities of the UNICEF Strategic Plan 2022-2025 and the Core Commitments for Children in Humanitarian Action (CCCs). As examples, various strategic initiatives and plans within UNICEF, such as the Adolescent Girls Programme Strategy 2022-2025 and the Sustainability and Climate Action Plan 2023-2030, further reinforce the commitment to

						organizational convergence around common approaches and cross-cutting issues.
2	Clarify accountabilities for delivery of the Strategic Plan, 2022–2025.				Agree	
2.0	2.1. Articulate the interrelated accountabilities and the link to associated human and financial resources of the Strategic Plan and CPDs in UNICEF decentralized model with regard to both headquarters and field levels.	Division of Data, Analytics, Planning and Monitori	Pernille Ironside	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: The organization has actively contributed to the new UNICEF Accountability Framework, known as the “Compendium on the Organization of UNICEF”. Launched in early 2023, this framework has bolstered the interpretation of accountabilities at all levels - from Headquarters to Regional and Country Offices - thereby facilitating the implementation of the Strategic Plan. This represents a significant step in UNICEF’s ongoing commitment to accountability and strategic planning.

2.0	2.2. Fully implement the matrix approach as intended, clarifying what is meant by matrix management in UNICEF, and reflect this approach in performance management.	Division of Human Resources	Margaret Chitondo	6/30/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: The proposed action is to develop and roll out a program called "Matrix Management for enhanced Performance". This initiative aims to enhance performance by leveraging the matrix management approach. This approach allows for better collaboration and resource allocation across different departments and projects within UNICEF. It's a step towards improving organizational efficiency and effectiveness. Matrix management has been implemented in the organization, for example Programme Teams Directors report to the Programme Director and Deputy Executive Director Programmes. Matrix management is also being considered as a tool to be implemented in UNICEF as part of the Future Focus Initiative.</p>
3	Reduce structural competition to support Strategic Plan performance.				Agree	

3.0	3.1. Ensure that staff in country offices and at headquarters understand that the Strategic Plan is a framework based on which they should prioritize certain needs and issues in their programming with partners and on the operational context.	Programme Group	Genevieve Boutin	6/30/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has taken actions that address the recommendation by enhancing staff understanding of the Strategic Plan as a guiding framework for prioritizing needs and issues in programming. The revised Rights and Results-based Management (RRBM) training and updated PPPX provide greater clarity on the accountabilities regarding the development and management of Country Programmes and Country Offices in delivering on Strategic Plan results. By completing these revisions and updates, UNICEF ensures that its staff are equipped with the necessary knowledge to contribute effectively to Strategic Plan objectives. The Country Programme Planning Guidance further supports this by providing specific methodologies and tools for prioritization, taking into account the country context and collaboration with other UN agencies. The involvement of Programme Group teams, Global Task Teams (GTTs), and regional networks in disseminating Strategic Plan frameworks enhances staff capacity to apply these frameworks to local contexts, thereby facilitating effective prioritization.</p>
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3.0	3.2. Expand the remit of the change management initiative to include reducing internal competition for resources, as part of the ongoing work around the Resource Allocation Framework.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside, Dian Kepler	12/31/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has taken actions to expand the change management initiative to include reducing internal competition for resources. The organization provides change management coordination and technical support to ongoing improvement initiatives, alongside support for piloting and testing changes. By integrating communication efforts involving senior leadership, UNICEF ensures that the changes are reinforced across the organization. Additionally, collaboration following the Q4 2023 meeting underscores a concerted effort to maintain coherence and collaboration within UNICEF's operations. Moreover, the integration of piloting and testing of changes into a broader change management vision and approach highlights the intention to address resource allocation challenges. Similarly, 2023 Global Effectiveness Review (GER) provided the first platform for UNICEF senior leadership to closely review and discuss strategic allocation of limited resources to help accelerate programmatic results. The integration of GER follow-up actions into the MTR and their subsequent discussion at the 2024 GER in June 2024 demonstrate a commitment to addressing these challenges at the highest levels of the organization.</p>
4	Provide additional clarity on the process of Strategic Plan prioritization at the country level.				Agree	

4.0	4.1. Provide support to country offices on how to prioritize, including through the identification of lesser corporate priorities, and focus on elements of the Strategic Plan in different contexts.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	12/31/2023	Completed	<p>UNICEF has undertaken actions that are integral to supporting country offices in navigating the complexities of prioritization and strategic alignment with the overarching goals outlined in the Strategic Plan. The launch of the new Country Programme Planning guidance represents a milestone in enhancing the capacity of Country Offices to prioritize and focus on Strategic Plan Goal areas and corporate priorities throughout the process. Furthermore, UNICEF's introduction of the Country Programme management package further amplifies the support provided to Country Offices. By emphasizing the need for adaptability to each country's unique context, UNICEF ensures that country teams can tailor their approaches in a manner that best addresses local challenges and priorities. Moreover, UNICEF's recognition of the diverse applicability of elements within the Strategic Plan underscores the importance of flexibility and responsiveness in strategic planning processes.</p>
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4.0	4.2. Initiate a candid discussion with offices in different contexts to see where they feel the Strategic Plan lacks relevance or detail to their settings. Middle- and high-income settings are the priority for this discussion.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	12/31/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF is actively ensuring programming effectiveness across all types of country settings, including middle- and high-income countries (MICs and HICs). This ongoing effort indicates a commitment to addressing any concerns or gaps in the relevance or detail of the Strategic Plan in these contexts. Meanwhile, the launch of the Global Effectiveness Reviews (GER) provides a platform for discussions on the relevance of Strategic Plan results in various contexts, including MICs and HICs. In the analysis and subsequent discussions for the GER in June 2023, the relevance and applicability of UNICEF's strategic priorities, such as systemic change, were specifically addressed. Follow-up actions were identified by senior leadership, indicating a proactive approach to addressing any identified issues. Furthermore, the issue of the relevance and detail of the Strategic Plan in different contexts, particularly in MICs and HICs, was discussed at the Global Leadership Meeting in 2023.
5	Strengthen change management capability.				Agree	

5.0	5.1. Review organizational structure and staffing capacity for change management, including the placement and function of the Organizational Design and Improvement Lab, in order to better support continuous improvement.	Office of the Executive Director	Ted Maly, Pernille Ironside	5/31/2024	Completed	<p>Aiming at strengthening change management support specifically for the Strategic Plan, ODIL transitioned from the Office of Executive Director to the Division of Analytics, Planning, and Monitoring (DAPM) in 2023. Additionally, UNICEF is developing an Organizational Change Management Vision and Approach, signifying a proactive step towards establishing a framework for guiding change management efforts. Recommendations to bolster change management capacity were proposed in the Mid-Term Review of the Strategic Plan and Division office management plans, ensuring that change management considerations are addressed within UNICEF's broader organizational planning processes.</p>
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5.0	5.2. Engage in a much more detailed discussion of the development of change management to address underlying cultural issues proactively for better results for children and a better workplace and ensure stronger engagement from senior leaders to provide the necessary direction, and ensure that cultural aspects are modelled and developed with clear accountabilities and critical performance indicators for each level of the organization.	Office of the Executive Director	Geetanjali Narayan	6/30/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has strengthened its efforts at communicating and strengthening understanding on organizational culture and values, while addressing underlying workplace issues, so that the organization can collectively deliver better results for children. The results of Global Staff Surveys and Pulse Check Surveys are widely and regularly communicated to Divisions and Offices, with provision of support resources. Follow-up conversations after these surveys focus on addressing various issues, such as how change is affecting and being perceived by different colleagues, depending on their different demographics/identities. The organization is also reviewing internal performance metrics to better measure the diversity, equity, and inclusion.
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5.0	5.3. Ensure that changes are tested and piloted, and reinforced with an integrated approach to communication of change, involving senior leadership.	Office of the Executive Director; Division of Huma	Geetanjali Narayan, Ren Van Dongen, Jaya Murthy, Margareta Chitondo	12/31/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has undertaken a review and synthesis of work to improve its business models, noting lessons learned and good practices in effecting change. The organization has developed a change management vision and approach to support the implementation of the Strategic Plan, based on these lessons and good practices. UNICEF has also supported the piloting and testing of changes, and made change management learning, knowledge, resources, and tools accessible to its management and staff, enabling them to lead and communicate change. Furthermore, UNICEF has used its communication resources to magnify communication and engagement on change and improvements. UNICEF has been conducting an ongoing developmental evaluation of the Strategic Plan Enabler 5 on Internal Communication and Staff Engagement and pilot collaboration structure. This will inform the positioning and institutionalization of the Global Internal Communication function to ensure an integrated approach across the organization. UNICEF has developed and implemented 'special projects and innovation', which is one of the workstreams of the Global HR Delivery Model. This will carve the space for testing changes and drawing lessons before scaling up organizational solutions. UNICEF has also contributed to a change management plan and communications and staff engagement plan on organizational change.</p>
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6	Directly address the divergence between Strategic Plan financial resources and demand needs.				Agree	
6.0	6.1. Develop and test new approaches to estimating the outcome-level resource needs for the Strategic Plan outcomes.	Division of Data, Analytics, Planning and Monitori	Pernille Ironside,Andr Franco,Mega Gilgan,Jorge Olague	12/31/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has initiated a key initiative that involves establishing an interdivisional task team to review financing, funding, and resource allocation across the organization. This team has convened several times, and their analysis of funding and financing patterns at the Global Effectiveness Review (GER) has led to high-level strategic discussions about the need for more evidence on financing needs and gaps. Initial meetings have also been conducted with UNFPA to learn from their experience in costing outcomes.
6.0	6.2 Further strengthen UNICEF positioning and partnerships within the United Nations system in order to: • Step up engagement/joint advocacy for Member States to meet their funding compact commitments for core and thematic resources • Strengthen UNICEF positioning and partnerships within the United Nations system, international financial institutions and the private sector to leverage resources that are less earmarked.	Public Partnerships Division; Private Fundraising	Andres Franco,Mega Gilgan,Jorge Olague	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: To bolster its position and partnerships within the United Nations system, UNICEF has undertaken several actions: Engagement and Advocacy for Funding Compact Commitments: UNICEF continues to advocate for the importance of fulfilling Funding Compact commitments. This is done through an annual report to the UNICEF Board on funding the Strategic Plan via the Structured Funding Dialogue (SFD). The SFD, presented at the Second Regular Session of the Executive Board, assesses the extent to which United

						<p>Nations Development System entities and Member States have met their Funding Compact commitments. The primary purpose of the SFD is to advocate for the importance of fulfilling these commitments. Joint Advocacy with Sister UN Agencies: In addition to its own advocacy efforts, UNICEF collaborates with sister UN Agencies (UNDP, UNFPA, and UN Women) on joint advocacy for core, thematic, and multiyear funding. This joint advocacy takes place annually via the joint SFD informal.</p> <p>Positioning within the UN System: UNICEF receives funding from pooled funds, UN to UN agreements, and Joint Programmes. These funds, which are earmarked, serve as mechanisms for donors to pool funding and foster cooperation and joint response among UN agencies. These funds are earmarked and projectized, as that is the nature of the management of pooled funding and joint programmes.</p> <p>Subcontracting of one agency by another through UN to UN agreement mechanism is also earmarked and does not offer opportunities for less earmarked funds. These actions are in line with the recommendation to enhance engagement and joint advocacy for Member States to meet their funding compact commitments and to strengthen UNICEF's positioning and partnerships within the United Nations system. It's important to note, however, that the nature of certain funding mechanisms does not allow for less earmarked resources.</p>
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6.0	6.3. Review the current internal resource allocation mechanisms and regular resources allocation formula to ensure that the system as a whole is working correctly and is geared to achieve Strategic Plan outcomes, and drive for efficiency gains.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	6/30/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has reviewed the current Regular Resources (RR) allocation system for continued relevance and strategic utility. An interdivisional task team has met several times and discussed the current approaches to allocation. Allocation of RR was also discussed in detail at the June 2023 Global Executive Review (GER) following extensive new analysis on RR usage. Follow up actions to improve the coherence of RR allocation approaches were identified by the Global Effectiveness Review (GER). These actions indicate a proactive approach towards enhancing the internal resource allocation mechanisms and regular resources allocation formula within UNICEF.
6.0	6.4. Accelerate the implementation of the flexible funding strategy in order to widen the opportunity for regular resources and thematic funding during this Strategic Plan period from all public and private sector audiences. Building on the existing work of the PPD-PFP flexible funding team, there is a need to expand the work on regular resources and communicate its effectiveness in achieving results; to develop new fundraising resources for thematic funding; and to streamline global results reporting and specifically highlight thematic funding.	Public Partnerships Division; Private Fundraising	Andres Franco, Mega Gilgan, Jorge Olague	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF is actively working to accelerate the implementation of its flexible funding strategy and expand opportunities for regular resources and thematic funding. Here are the strategic actions that UNICEF has undertaken: Facilitating Flexible Funding: UNICEF is providing clear guidance to downstream partners in programme implementation, facilitating the cascading of flexible funding. This includes

						<p>encouraging the development of multi-year programme interventions when multi-year funding sources are available, as outlined in the Programme Implementation Handbook. Adopting a Joint Approach to Accelerate Flexible Funding: UNICEF has adopted a joint approach to accelerate flexible funding, which encompasses both regular resources and thematic funding. This involves maximizing the collaborative efforts of the “Flexible Funding Team” and fully implementing the Flexible Funding Strategy. Notably, significant progress has been made in 2023 with the full implementation of this strategy, including the expansion of regular resource communication efforts and the development of a new Action Plan for private sector fundraising. Thematic funding has also seen acceleration, accompanied by new reporting mechanisms to enhance stewardship. Advancing Flexible Funding: Another organization-wide effort to advocate for flexible quality funding is through the development of the 2022-2025 UNICEF Resource Mobilization Strategy. Further advocacy and capacity-building activities are planned for 2024 to continue emphasizing the importance of flexible funding across the organization.</p>
7	Ensure practical collaboration and a joined-up approach to data, research, evaluation and knowledge management.				Agree	
7.0	7.1. Data, research, evaluation and knowledge management leads to the development of a clear and harmonized understanding of how different functions may be distinct yet complementary and use joint strategies and plans for evidence in the pursuit of more significant commonality.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside, Bo Viktor Nylund, Robert McCouch	12/31/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF is making concerted efforts to enhance data, research, evaluation, and knowledge management. This includes fostering collaboration across different functions to achieve a more cohesive approach. The ongoing

						<p>initiatives, such as the Evidence Help Desk, underscore UNICEF's commitment to developing a cohesive understanding and strategy. A notable initiative is the development of an evidence framework. This framework, aimed at elucidating how different evidence functions can work together, is particularly focused on bolstering evidence functions at the field level. It aligns with the overarching UNICEF data strategy and is integral to the broader efforts to strengthen Planning, Monitoring, Data and Analytics functions across country and regional offices. Moreover, UNICEF is working to harmonize policies, procedures, and guidance on data and evidence. This reflects a commitment to clarity and coherence in policy implementation and compliance across UNICEF. This includes policies on data protection and privacy, ethics in evidence generation, research, data, AI, open access, open source, and information disclosure. A draft document outlining overarching principles for data and evidence policies and procedures is being developed. This document serves as a foundational resource, facilitating understanding and compliance with policies across UNICEF. In parallel, UNICEF is making progress towards leveraging collective expertise and resources for impactful analysis. This includes efforts on child poverty and sharing databases. The envisioned collaboration in analysis for the State of the World's Children Report further underscores the commitment to leveraging statistical insights effectively.</p>
7.0	7.2. At the country level, test practical, joined-up approaches on evidence generation and knowledge management that would feed into evaluation, using some of the 1 per cent evaluation budget towards this.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside, Robert McCouch	12/31/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may be undertaken are as</p>

						<p>follows: The recommendation prompts proactive actions from UNICEF offices aimed at enhancing program effectiveness and decision-making processes. In response, various offices within UNICEF have initiated targeted projects and collaborations to test and refine these joined-up approaches. One significant initiative involves the development of an 'Equity Map' as part of the Real-Time Data project. This initiative aims to automate the visualization of key data on deprivations, vulnerabilities, performance, and contextual factors, providing programme management teams with a comprehensive tool for informed decision-making. Accompanying technical guidance and prototypes of extended annual reviews further enhance the utility of the Equity Map, facilitating in-depth analysis of program effectiveness, particularly in terms of equity considerations. Additionally, UNICEF has a focus on addressing gaps in data management and governance. By improving data quality, accessibility, and interoperability, these efforts aim to provide robust data inputs for evaluation and analytical efforts. Ongoing projects and discussions underscore the commitment to a more cohesive and integrated approach to data management and governance. Furthermore, UNICEF works on evaluating adaptive social protection. Providing guidance for baseline analysis in countries engaged in these evaluations demonstrates a concerted effort to leverage statistical expertise for rigorous evaluation methodologies.</p>
7.0	7.3. Improve the capacities and extend the reach of knowledge management focal points in the Goal Areas and the evidence functions at all levels to support the design of country programmes, the development of programme strategy reviews, and invest more time in drawing together relevant evidence from UNICEF internal functions and external sources.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside, Rob McCouch	6/30/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that

					<p>may undertaken are as follows: UNICEF is committed to strengthening its programme design and strategy development processes. It has developed a digitalized Country Programme Planning platform (CPX) to facilitate the alignment of evidence with prioritized programmatic interventions and systemic changes towards outcome-level results. The nearing completion of CPX is a significant milestone in integrating evidence-based decision-making into program planning processes transparently. Furthermore, UNICEF is developing an updated global knowledge management (KM) strategy and implementation plan to enhance coordination and linkage between sectoral and PME-related KM activities at various organizational levels. It is also working to institutionalize a pilot KM capacity-building program, expanding its reach beyond focal points to ensure a basic understanding of KM's role in supporting country programming. UNICEF is actively addressing gaps in data management and governance to improve data quality and accessibility for evaluation and analytical efforts. It is developing data action plans and frameworks for strategic investments in data to strengthen data capabilities in country offices, enhancing evidence-informed decision-making processes. Moreover, it is providing updated country sheets describing the situation of SDGs related to children, empowering country offices to frame programmatic strategies and engage in policy dialogues effectively with governments and other stakeholders.</p>
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8	Capitalize on the full potential of intersectionality.			Agree	
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8.0	8.1. Clearly articulate the UNICEF approach to intersectionality and its application in the development and use of situational data and analysis.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	12/31/2023	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF is committed to understanding the intersecting vulnerabilities of children. This commitment is reflected, for instance, in the development of a new report titled "Included, Every Step of the Way: Upholding the rights of migrant and displaced children with disabilities." The report examines the lives of children at the intersection of these identities and presents key findings on their growth, development, safety, and security, shedding light on critical issues at this intersection. Additionally, UNICEF has taken proactive steps to develop guidance on integrating supply approaches into the development of situation analyses for children and women. This guidance is aimed at better integrating supply considerations into the planning stages of the Country Programme Document (CPD) cycle. With the development of this guidance and its integration into the CPD cycle, UNICEF seeks to enhance its approach to intersectionality and ensure that situational analyses adequately capture the complex realities faced by children and women in diverse contexts.</p>
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8.0	8.2. Ensure the integration of intersectionality as a programming principle and approach into future planning, monitoring and reporting guidance.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	12/31/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has taken significant strides in integrating programmatic intersectionality into the design of its Country Programmes through the new Country Programme Planning (CPP) guidance. This integration aims to foster programmatic synergies across sectors, enabling a holistic approach to addressing child rights deprivations. Furthermore, UNICEF is developing an Equity Analysis tool to automate intersectional analysis of monitoring data as part of annual reviews. The organization is also actively working to develop complementary guidance on how the supply function and supply strategies can be considered as integral components of the programmatic approach in its Country Offices. This guidance aims to ensure that supply considerations are integrated into the implementation of programmatic activities, enhancing the delivery of services and interventions in line with intersectional principles, including how to consider supply in the development of Situation Analysis and Theory of Changes.</p>
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8.0	8.3. Establish clear accountabilities for intersectionality and joint implementation plans grounded in planning and results-based management systems.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	1/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF is emphasizing the importance of intersectionality and synergies in the design of Country Programmes. While Theories of Change (ToCs) are developed by each programmatic sector, UNICEF is actively encouraging collaborative efforts through ToC convergence workshops. In these workshops, offices come together to compare sectoral ToCs and identify common programmatic entry points for building synergy to address intersectoral vulnerabilities and inequalities for children and realize the Leave No One Behind commitment.
8.0	8.4. Expand the Global Technical Teams' approach to the gender and disability cross-cutting areas (and possibly other cross-cutting areas).	Programme Group	Genevieve Boutin	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: While Gender was designated as one of the five seed starter GTTs in 2022, focused on refining processes related to the use of Gender Thematic Fund resources, discussions have ensued regarding the potential expansion of GTTs to address other cross-cutting areas. Although there are currently no plans for a GTT specifically dedicated to disability, technical colleagues are encouraged to utilize the GTT structure to promote convergent programming. In 2023, the GTT initiative saw the launch of sprints around cross-sectoral areas such as climate and family-

					friendly policies, emphasizing the importance of multi-sectoral solutions and the successful application of change strategies to advance results for children. Furthermore, the ongoing efforts within the established Gender GTT exemplify the impactful work carried out by these teams. For instance, in 2023, the Gender GTT conducted a comprehensive review of the Gender Thematic Fund to maximize resources and global technical expertise in advancing the Gender Action Plan. This initiative facilitated collaboration within UNICEF to strengthen the utilization of data, learning, and evidence, including evaluation. Additionally, the Gender GTT prioritized capacity development to equip UNICEF's gender network with relevant skills and learning opportunities, supporting talent management in this critical area. Moreover, GTTs dedicated to change strategies or cross-cutting programs, such as SBC and ECD, contribute significantly to addressing diverse challenges and promoting holistic approaches. The creation of a new GTT on climate action is anticipated to further bolster UNICEF's efforts in addressing pressing global issues. Additionally, Goal Area-specific GTTs integrate cross-cutting issues, change strategies, and multi-sectoral solutions into their work plans and sprints, reflecting a comprehensive approach to programmatic development and implementation.
9	Address gaps and technical barriers to effective periodic programme and strategic reviews.			Agree	

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9.0	9.1 Ensure that this monitoring, evaluation and learning process has sufficient resources at all levels by rebalancing efforts invested previously in strategic monitoring questions, results assessment modules and compliance reporting, and strengthening internal capacity for capturing outcomes during implementation, including UNICEF contributions to outcomes.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	6/30/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has been working to streamline Country Programme monitoring and reporting in alignment with the Strategic Plan Result Areas. This effort is aimed at identifying and addressing any existing gaps in our monitoring and reporting processes, ensuring the effective capture of outcomes during implementation. In addition, UNICEF has been collaborating to streamline the reporting process. Ongoing initiatives include the development of an app utilizing AI technology to extract insights for different planning and reporting purposes. The organization have also assessed the possibility of linking different systems, demonstrating a commitment to enhancing the efficiency and integration of our monitoring and reporting systems. Significant progress has been made in enhancing our internal capacity for monitoring and evaluation. The development of a new dashboard for analytics of systemic changes, finalization of Annual Review guidance, and progress in Strategic Plan indicator automation highlight our efforts to strengthen internal capacity and optimize monitoring processes. Simultaneously, UNICEF has reaffirmed its commitment to monitoring, evaluation, and learning through the establishment of Monitoring, Strategic Data, and Evidence Centre. This centre ensures adequate resource allocation and institutionalized governance mechanisms to support our monitoring and evaluation efforts.</p>
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9.0	9.2. Ensure that there are no fragmentations and contradictions in monitoring, evaluation and learning platforms and systems, that data are easily accessible and user-friendly, and that there is staff awareness of existing data.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside	6/30/2024	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has made efforts to map existing and proposed digital tools to the revised Country Programme Management package. This mapping exercise aims to identify and address any misalignments between systems and processes, ensuring consistency and coherence across platforms. Additionally, efforts have been made to integrate data from multiple systems through 'one-stop-profiles' as part of Real-Time Data initiatives, including the Equity Map tool. The organization is engaged in conducting this mapping exercise, focusing on aligning digital corporate systems with UNICEF CP management processes and addressing points of misalignment and duplication. Furthermore, UNICEF has committed to maintaining a knowledge system for quantitative supply data, ensuring user-friendly access to supply dashboards globally for all UNICEF staff. The Supply InfoHub, launched in 2023, facilitates the creation and management of supply data dashboards, providing staff with easy access to vital information. By mapping digital tools, integrating data, and maintaining user-friendly dashboards, UNICEF aims to streamline processes, reduce fragmentation and contradictions, and improve staff awareness and utilization of existing data resources.</p>
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9.0	<p>9.3. Ensure sufficient demand from decision makers for high-quality evidence that is stimulated; that utilization of evidence about Strategic Plan progress is incentivized, and that Strategic Plan evidence can be used for decision-making at Global Management Team or country office levels by being generated in the useable formats and mechanisms established at both levels and by assuring that accountabilities for evidence use are clear.</p>	<p>Division of Data, Analytics, Planning and Monitoring</p>	<p>Pernille Ironside</p>	<p>6/30/2024</p>	<p>Completed</p>	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: The organization has strengthened the linkage of data from the UNICEF Data Warehouse to the country-level planning process in its newly introduced digital system for Country Programme planning system (CPx). This initiative aims to ensure that evidence is integrated into the planning process, fostering a culture of evidence-based decision-making at the country level. Furthermore, the organization has developed the outline of the proposed Global Effectiveness Review (GER) to ensure that high-quality evidence is utilized to inform strategic decisions at the highest level. The launch of the GER in June 2023 provided UNICEF's senior leadership with valuable insights into UNICEF's global positioning and performance, linking high-quality data and evidence with a clear framework for decision-making.</p>
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9.0	9.4 Implement the commitment in the Integrated Results and Resources Framework to develop and roll out additional cross-cutting outcome-level indicators that would measure systemic and medium-term changes.	Division of Data, Analytics, Planning and Monitoring	Pernille Ironside, Joao Pedro Azevedo	12/31/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: The report "Progress on Children's Well-Being" offers a cross-cutting view of 48 SDG indicators related to children, providing insights into the historic progress the world has made towards these goals across different contexts and prospects for acceleration. Strengthening cross-cutting analysis is highlighted as a key recommendation in the Mid-Term Review of the SP 2022-2025, reflecting UNICEF's commitment to enhancing measurement and analysis frameworks.
10	Improve the flow of knowledge and access to technical capacity.				Agree	
10.0	10.1. Work across UNICEF teams and offices to better meet the needs of country offices by strengthening technical expertise and skills in climate action, disability, the humanitarian-development nexus, resilience and gender, including by drawing on lessons learned and good practices in the organization (for example, learning from the experience of the Global Technical Teams).	Programme Group	Genevieve Boutin	6/30/2024	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: The establishment and expansion of Global Technical Teams (GTTs) and Multi-Functional Technical Teams (MFTTs) serve as vital platforms for enhancing UNICEF's collective ability to address issues in a cross-cutting and holistic manner. These teams leverage existing capacity within the organization, facilitating knowledge-sharing and collaboration across headquarters divisions, regional offices, and country offices. The GTTs, in particular, have demonstrated effectiveness in driving the implementation of global strategies while ensuring contextual appropriateness through UNICEF's

decentralized model. Furthermore, investments of catalytic funds, set aside specifically for developing proof of concept on emerging issues and cross-cutting approaches, have played a pivotal role in paving the way for scaling up successful initiatives across the organization and among partners. Examples include funding allocations for modeling integrated programming approaches for adolescent girls and scaling innovation for impact in programming. Additionally, UNICEF has leveraged its strategic reserves to catalyze advances in various areas, including mental health, peacebuilding, and digital education programming.

Regarding management/operations-facing issues, there are also a number of organizational improvement initiatives, which, if implemented effectively, could potentially contribute to reducing inefficiencies and transaction burdens and thereby allow staff to focus their efforts on core programme work and collaboration, including integrated programming. Specifically addressing gender equality, the operational GTT on gender equality has undertaken significant efforts to advance the Gender Action Plan, maximize resources from the Gender Thematic Fund, strengthen data utilization and learning, and prioritize capacity development within UNICEF's gender network. Similarly, the establishment of a new GTT on climate action aligns with UNICEF's commitment to driving global implementation of the Sustainable Climate Action Plan (SCAP). Moreover, initiatives such as the Disability Inclusion Policy and Strategy 2023-2030 aim to accelerate disability inclusion across programmes and organizational processes through increased investment, capacity-building, data and research, and recruitment of persons with disabilities.

Additionally, the updated UNICEF Procedure on Humanitarian-Development-Peace Nexus, aligning with the priorities of the UNICEF Strategic Plan 2022-2025 and the Core Commitments

						for Children, aims to strengthen coherence and complementarity between humanitarian action, sustainable development, and peacebuilding efforts to address root causes of fragility and strengthen resilience in fragile settings.
10.0	10.2. Build and strengthen partnerships with other organizations to bring in new expertise in UNICEF; for example, further secondments to UNICEF and access to specialized/technical support to country offices.	Programme Group	Genevieve Boutin	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF's revised Procedure on Interagency Mobility facilitates interagency loans, secondments, and transfers for its staff, ensuring mutual recognition of experience gained in other agencies upon return to UNICEF. This framework aligns with the Executive Head's Mutual Recognition Statements signed by various UN agencies, funds, and programmes, fostering collaborative talent exchange to enhance organizational capacity. Additionally, UNICEF has established tailored or ad hoc loan or secondment agreements where interagency arrangements may not apply, but are legally feasible and serve the best interests of the organization and its personnel. Furthermore, strict parameters and restrictions are in place governing concurrent government service while working with UNICEF, ensuring the organization's impartiality, neutrality, and independence at all times. In practice, UNICEF has actively engaged in staff exchanges with other agencies, with several staff members availing themselves of interagency transfers or secondments.

10.0	10.3. Access additional technical capacity through approaches such as the use of the United Nations system-wide long-term agreement arrangements with suppliers; tapping into technical expertise from programme countries through South-South cooperation; and the establishment/widening use of academically sited technical assistance hubs and partnerships for technical advice.	Programme Group	Genevieve Boutin	12/31/2025	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNDERWAY
11	Define and enact a systematic approach for responses to global shocks.				Agree	
11.0	11.1. Expand the concept of emergency preparedness to include major/global shocks and develop multi-country/regional/global response scenarios.	Office of Emergency Programmes; Programme Group; S	Lana Wreikat, Genevieve Boutin, Gisela Henrique	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has developed an emergency roadmap outlining clear strategies for improving emergency preparedness and response for supply and logistics, which is one of the overarching commitments in the Core Commitments for Children in Humanitarian Action (CCCs). This roadmap incorporates specific strategies on strengthening readiness for major global shocks, including the public health emergencies, based on the organization's lessons learned from the COVID-19 response. The roadmap also includes multi-country/regional/global response scenarios. Implementation of the roadmap began in 2024.

11.0	11.2. Affiliate with other agencies/private sector providers for horizon scanning risk assessments that are resolved at the subregional or national levels.	Office of Emergency Programmes; Programme Group	Lana Wreikat, Gene Boutin	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows:
12	Clarify the focus on climate action.				Agree	
12.0	12.1. Mainstream a greater focus on climate action in UNICEF work by moving beyond the current emphasis on disasters (and preparedness for and response to them) being exacerbated by climate change and recognizing that climate change affects the way that UNICEF delivers, as well as the development trajectory for children.	Programme Group	Genevieve Boutin	12/31/2023	Completed	Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: To address the recommendation of mainstreaming a greater focus on climate action in UNICEF's work, several actions have been undertaken across different offices. UNICEF has been actively involved in developing and rolling out an Environmental and Social Safeguards (ESS) framework. This framework aims to optimize environmental and social impact while minimizing harm, reflecting a commitment to integrating sustainability principles into operations. Simultaneously, efforts are underway to enhance capacity through comprehensive training materials and to deploy the ESS framework by the second quarter of 2024. Similarly, the organization has developed and implemented the Sustainability and Climate Change Action Plan (SCAP). This action plan encompasses various initiatives aimed at integrating climate and sustainability action across all aspects of UNICEF's work, including programming, supply and procurement, internal operations, advocacy, and partnerships. Key achievements include the

						<p>development and launch of the SCAP, securing catalytic funding, deploying SCAP assets, engaging with global and regional climate policy frameworks, and developing sub-strategies and work plans around climate action. Furthermore, UNICEF is actively engaged in advancing its sustainability agenda. The organization has developed a roadmap with clear accountabilities for implementing sustainability initiatives. This roadmap outlines strategic actions to be taken in 2024 to enhance UNICEF's sustainability efforts.</p>
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12.0	12.2. Build on the comparative advantage of UNICEF by pursuing the Global Advocacy Priority around climate action through the lens of children and adolescents as critical agents of change, using the UNICEF voice and brand as a platform to push climate issues.	Programme Group; Division of Global Communicati	Genevieve Boutin,Christr de Bono	12/31/2023	Completed	<p>Subsequent to the development of the management response UNICEF was requested to explore a more detailed set of activities that could comprise the larger corporate response to the recommendations. This prompted a new round of discussions of the management response in quarter 2 of 2023. In relation to this action the more specific steps that may undertaken are as follows: UNICEF has taken strategic actions to leverage its comparative advantage and amplify its advocacy efforts. In the context of the “For Every Child, A Liveable Planet - Sustainability and Climate Action Plan” and “the Global Advocacy Priorities”, UNICEF is spearheading the development of an Advocacy and Communication strategy for 2023-2025. This strategy will prioritize the engagement of children, adolescents, and young people as key stakeholders, recognizing their vital role in driving climate action. In alignment with this strategic focus, UNICEF has strengthened its commitment to youth-led climate action by integrating a dedicated pillar within its Sustainability and Climate Change Action Plan (SCAP). Through this initiative, UNICEF is actively supporting young leaders in their advocacy journey by providing capacity building, coaching, and technical assistance. This support has catalyzed the creation of new youth movements and strengthened existing ones, fostering high-quality youth-led advocacy efforts at both national and global levels.</p>
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