



**AGENDA  
FOR HUMANITY**  
5 CORE RESPONSIBILITIES  
24 TRANSFORMATIONS



# **Individual Self Reflection 2020 on World Humanitarian Summit Commitments and Initiatives - United Nations Children's Fund (UNICEF)**



## Stakeholder Information

**Organisation Name**

United Nations Children's Fund  
(UNICEF)

**Organisational Type**

UN

**City and Country where Headquartered**

New York, United States of America

**Focal Point Name**

Philimon Majwa

**Region**

Global

**Twitter ID**

@unicef

**Attachments**

[UNICEF\\_commitments.pdf](#)



## 1B Act early

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF commits to include conflict analysis, conflict sensitivity, and early warning, as an integral part of its operations, including in support of the Secretary General's Human Rights Upfront initiative.	Operational	Political Leadership to Prevent and End Conflicts

### Core Commitments

Commitment	Core Responsibility
Commit to act early upon potential conflict situations based on early warning findings and shared conflict analysis, in accordance with international law.	Political Leadership to Prevent and End Conflicts
Commit to make successful conflict prevention visible by capturing, consolidating and sharing good practices and lessons learnt.	Political Leadership to Prevent and End Conflicts

#### 1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.

- The United Nations Children's Fund (UNICEF) successfully piloted its Guidance on Risk-Informed Programming (GRIP) in four country offices (India, Malawi, Vietnam, Bosnia and Herzegovina (BiH)) and finalized the methodology. The Guidance for Risk-Informed Programming uses a multi-hazard approach, including shocks and stresses related to conflict, fragility and violence, as well as natural hazards, epidemics and others. The methodology integrates a risk lens across the entire programme cycle. The methodology brings together multiple stakeholders (including government and UN agencies).
- UNICEF finalized its 'Programme Framework for Fragile Contexts', which captures key actions for UNICEF country offices to prioritize in fragile contexts. It places a significant emphasis on developing sustainable strategies to build synergies, skills and systems based on a thorough and continuous analysis of the multiple existing or emerging risks related to fragility.
- A UNICEF framework of cooperation with the World Bank, including in crisis-affected and fragile situations, has been developed.
- UNICEF country offices including Sudan, Bosnia and Herzegovina (BiH), Guinea Bissau, Kyrgyzstan and Moldova developed their peace building and conflict sensitivity capacities. UNICEF participated in the joint interagency mission on the 'New Ways of Working' to Sudan that led to a review of the country level humanitarian coordination and better links between the United Nations Development Assistance Framework (UNDAF) and Multi Year Humanitarian Response Plans (MYHRP). As part of a joint interagency SDG MAPS (Sustainable Development Goals Mainstreaming, Acceleration and Policy Support) mission to Sudan UNICEF supported the United Nations Country Team (UNCT) and government in identifying priority goals and targets for the country to accelerate implementation of Agenda 2030.

#### 2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- Other: Participation in Regional Quarterly Reviews; participation in IASC Reference Group on Early Warning and Preparedness; through UNICEF Annual reports; and

#### B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?

UNICEF Strategic Plan (2018-2021) identifies specific outputs and indicators that will help to track the organization's progress on risk-informed programming and risk mitigation. This includes measuring the degree to which UNICEF country offices implement risk-informed programming and promote peaceful and inclusive societies.

#### 3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.



- Funding amounts
- Human resources/capacity
- Other: Integration of conflict analysis into regular situational analysis and other Country Office planning processes does not yet happen systematically.

#### **B. How are these challenges impacting achievement of this transformation?**

- Integration of conflict analysis into regular Situational analysis and other Country Office planning processes does not yet happen systematically.
- Country Teams with limited capacity may not be able to put in place all the required preparedness measures without outside support.

#### **4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

- A global network meeting on risk, resilience and peace building will consider the next steps in institutionalizing risk-informed and conflict sensitivity programming, as well as accountabilities and bottlenecks.
- Technical support to country offices on conflict analysis, conflict sensitivity and peace building will prioritize countries affected by conflict, violence and fragility, who will undergo a country planning process.

#### **5. What steps or actions are needed to make collective progress to achieve this transformation?**

- i. UN agencies and Member States should develop joint indicators related to conflict analysis and peace building.
- ii. UNICEF continues to need high-level management support to maintain this pace and keep on strengthening the partnership.

#### **6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

The UNICEF- World Bank projects in Yemen reinforced the synergy between humanitarian and development programmes, contributed to building resilience while meeting immediate needs and since delivered through national structures and services supported a systems approach.

#### **Keywords**

Disaster Risk Reduction, Humanitarian-development nexus



## 2A Respect and protect civilians and civilian objects in the conduct of hostilities

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF will seek to end grave violations against children through strengthening its monitoring and reporting on child rights violations in situations of armed conflict and other crises and by supporting systems and procedures to respond to the needs of affected children and their families.	Operational	Uphold the Norms that Safeguard Humanity
UNICEF will strengthen its advocacy with Member States and parties to conflict to stop the use of wide-area explosive weapons in populated areas, as well as attacks on, and the military use of, civilian infrastructure, including schools, hospitals, and water facilities.	Advocacy	Uphold the Norms that Safeguard Humanity

### Core Commitments

Commitment	Core Responsibility
Commit to promote and enhance the protection of civilians and civilian objects, especially in the conduct of hostilities, for instance by working to prevent civilian harm resulting from the use of wide-area explosive weapons in populated areas, and by sparing civilian infrastructure from military use in the conduct of military operations.	Uphold the Norms that Safeguard Humanity

### 1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.

The United Nations Children's Fund (UNICEF) continued fulfilling its mandatory responsibility to inform the United Nations Security Council on the Children and Armed Conflict (CAAC) agenda.

In collaboration with the Office of the Special Representative to the Secretary General for CAAC, the Department for Peacekeeping Operations and other relevant partners, UNICEF advocated with Member States and other parties to conflict to comply with their obligations to protect children, and provided advice or support, as appropriate, to strengthen the protection of children from grave violations and other abusive measures in conflict-affected situations.

In the context of counter-terrorism measures undertaken by Member States, UNICEF advocated and for measures protecting child rights, as well as the use of protective and non-stigmatizing language with regard to children and child soldiers.

### 2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.

- By reporting to, or using reports prepared for, UN principal organs, UN governing boards, or other international bodies
- Other: Regular reporting and briefing to the Security Council on the situation of children affected by armed conflict.

### B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?

- Documenting trends on violations and situations of concern in reports on children and armed conflict submitted to the Security Council.
- As per UNICEF Strategic Plan indicators, tracking percentage of countries affected by armed conflict with a strategy to strengthen the protection of children from grave violations of international humanitarian law.

### 3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this



**transformation. Only the categories selected by the organisation will be seen below.**

- Field conditions, including insecurity and access
- IHL and IHRL compliance and accountability
- Other: Governments have the primary responsibility to protect children in humanitarian situations, but often lack technical and financial resources needed for such interventions.

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

As reflected in its 2018 – 2021 strategic plan, UNICEF will continue to advocate with all parties to a conflict to comply with international humanitarian law and human rights standards and support the monitoring and provision of timely and appropriate advocacy and programme responses to, child rights violations.

**5. What steps or actions are needed to make collective progress to achieve this transformation?**

Strengthening respect for international norms by reaffirming and reinforcing the international consensus on prohibiting the recruitment and use of children by armed forces or armed groups. As of June 2017, 108 States have endorsed the Paris Principles and Guidelines on Children Associated with Armed Forces or Armed Groups, which are set of operational guidelines for all actors implementing programmes in support of children affected by armed conflict.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

UNICEF's approach to strengthening systems at the national level focuses on building the capacities of governments, civil society and local actors for coordination and rapid scale-up of life-saving and protection services in humanitarian crises. This includes improving delivery systems for health, nutrition, and water, sanitation and hygiene, as well as for education programming.

**Keywords**

IHL compliance and accountability, Protection



## 2B Ensure full access to and protection of the humanitarian and medical missions

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
In its engagement with governments and non-state actors, UNICEF commits to actively promote the principles of humanity, impartiality, neutrality and independence in humanitarian action by continuing to base its actions on the rights and needs of children.	Advocacy	Uphold the Norms that Safeguard Humanity
UNICEF will continue to advocate for Member States and parties to conflict to end all attacks on health facilities, personnel and transport and to allow the provision of health services.	Advocacy	Uphold the Norms that Safeguard Humanity

### Core Commitments

Commitment	Core Responsibility
Commit to ensure all populations in need receive rapid and unimpeded humanitarian assistance.	Uphold the Norms that Safeguard Humanity
Commit to promote and enhance efforts to respect and protect medical personnel, transports and facilities, as well as humanitarian relief personnel and assets against attacks, threats or other violent acts.	Uphold the Norms that Safeguard Humanity

**1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.**

Reported under 2A.

**B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?**

Reported under 2A.

**3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

**B. How are these challenges impacting achievement of this transformation?**

Reported under 2A.

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

Reported under 2A.

**5. What steps or actions are needed to make collective progress to achieve this transformation?**

Reported under 2A.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

Reported under 2A.



## Keywords

IHL compliance and accountability, Protection



## 2C Speak out on violations

### Core Commitments

Commitment	Core Responsibility
Commit to speak out and systematically condemn serious violations of international humanitarian law and serious violations and abuses of international human rights law and to take concrete steps to ensure accountability of perpetrators when these acts amount to crimes under international law.	Uphold the Norms that Safeguard Humanity

**1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.**

Reported under 2A.

**B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?**

Reported under 2A.

**3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

**B. How are these challenges impacting achievement of this transformation?**

Reported under 2A.

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

Reported under 2A.

**5. What steps or actions are needed to make collective progress to achieve this transformation?**

Reported under 2A.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

Reported under 2A.

### Keywords

IHL compliance and accountability, Protection



## 2D Take concrete steps to improve compliance and accountability

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF commits to using open source software platforms (e.g. RapidPro) to support real-time GBV risk mapping and analysis, as well as strengthening accountability mechanisms, from tracking quality of services to feedback loops, to improve GBV programming in emergencies.	Operational	Uphold the Norms that Safeguard Humanity
UNICEF commits to adopt the IASC statement on the Prevention of Sexual Exploitation and Abuse at the individual agency level.	Policy	Uphold the Norms that Safeguard Humanity

### Core Commitments

Commitment	Core Responsibility
Commit to promote and enhance respect for international humanitarian law, international human rights law, and refugee law, where applicable.	Uphold the Norms that Safeguard Humanity
Commit to speak out and systematically condemn serious violations of international humanitarian law and serious violations and abuses of international human rights law and to take concrete steps to ensure accountability of perpetrators when these acts amount to crimes under international law.	Uphold the Norms that Safeguard Humanity
Implement a coordinated global approach to prevent and respond to gender-based violence in crisis contexts, including through the Call to Action on Protection from Gender-based Violence in Emergencies.	Uphold the Norms that Safeguard Humanity
Fully comply with humanitarian policies, frameworks and legally binding documents related to gender equality, women's empowerment, and women's rights.	Uphold the Norms that Safeguard Humanity Leave No One Behind

### 1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.

#### Gender-based violence prevention and response

- The United Nations Children's Fund (UNICEF) adopted its 2018 – 2021 strategic plan and 2018 – 2021 Gender Action Plan (GAP) which provides a roadmap for advancing gender equality across UNICEF programming globally, as aligned with the Sustainable Development Goals (SDGs) by promoting adolescent girls' health; advancing adolescent girls' secondary education, learning and skills, including Science, Technology, Engineering and Mathematics (STEM); preventing and responding to child marriage; preventing and responding to gender-based violence (GBV), including in emergencies; and Menstrual health & hygiene management (MHM).
- UNICEF initiated the Innovative Solutions for Gender Equality Portfolio in 13 countries. Some of these innovations include Ending Violence Against Girls (EVAG) U-Bot which is a chat bot on U-Report built in partnership with Plan International, CARE, UN Women, and Girl Guides. Data collected informs design of EVAG U-Bot and is poised for global rollout to reach 4.9 million youths globally.

#### Other-2D

- Sixteen UNICEF country offices across four regions scaled up their engagement on Protection from Sexual Exploitation and Abuse (PSEA), including with regards to reporting allegations; victim assistance; support for investigations and accountability; and prevention, including through community engagement.
- UNICEF rolled out mandatory training on PSEA to all personnel, and made the training available to all implementing partners;



strengthened its capacity for investigations, through development of tools and training materials, and specialized training for investigators to safeguard child victims; provided protection support and assistance to child and adult victims of sexual exploitation and abuse; and continued to pilot the UN Victim Assistance Protocol in four countries.

- Under the UN SEA Working Group, UNICEF co-led in the development of a UN Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners, that strengthens a common UN approach to partner risk assessment, capacity development, reporting and investigations of sexual exploitation and abuse. Additionally, UNICEF contributed to the design of a UN-wide system which is to be rolled out in 2018 to vet all incoming personnel for records of past SEA allegations.

**2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.**

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- By reporting to, or using reports prepared for, UN principal organs, UN governing boards, or other international bodies
- Other: UNICEF strategic plan 2018 – 2021 goal area three commits to protection from all forms of violence including sexual exploitation and abuse.

**B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?**

- On PSEA, through an ongoing review of global progress, based on steps taken by high priority countries and as reflected in UNICEF's Annual Results Report.
- UNICEF country programmes are supported to develop customized results frameworks, selecting relevant indicators from the master Gender-Based Violence in Emergencies (GBViE) results framework linked to the corporate theory of change on GBViE.

**3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Field conditions, including insecurity and access
- Information management/tools
- Strengthening national/local systems

**B. How are these challenges impacting achievement of this transformation?**

1. Remoteness of humanitarian programme locations makes it logistically difficult to properly investigate and address some the PSEA cases reported.
2. Under-reporting, which creates limitations in the data available to measures and assess progress achieved.
3. Uneven prioritization given to inter-agency PSEA Networks at country level.

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

- Continue to prioritize the strengthening of community-based complaint mechanisms, including the use of technology such as U-report to strengthen safe and confidential reporting procedures.
- Develop guidance to accompany the roll out of UN Victim Assistance Protocol to all UNICEF offices, prioritizing high-risk offices.
- Commitment to addressing GBViE; capacity to implement the strategies and programme actions at country and regional levels; and collaboration across all UNICEF programme sectors and emergency operations systems at each level.

**5. What steps or actions are needed to make collective progress to achieve this transformation?**

Enhanced commitment at all levels of the humanitarian architecture, and within individual organizations, especially by senior management, to address GBViE as a life-saving aspect of humanitarian action and ensure its early prioritization as part of emergency response.

UNICEF supports and advocates for the reinforcement of the responsibilities on PSEA for the Humanitarian Coordinator (HC) role, including through the integration of PSEA Networks in Humanitarian Response Plans with coordination being managed by the HC/RC (Resident Coordinator).

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

During the Rohingya response in Bangladesh, all UNICEF personnel, including surge staff and standby partners, were required to show completion of the SEA training prior to field deployment. Mandatory PSEA training for all implementing partners, across all sectors, as part of the Rohingya humanitarian response was also done

**Keywords**



Education, Gender, PSEA



## 3E Eliminate gaps in education for children, adolescents and young people

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF commits to support the effective implementation of the Education Crisis Platform and to respond collaboratively, with a particular emphasis on enabling humanitarian and development actors to put in place quick, strategic and agile responses to support the education needs of children in crisis.	Operational	Leave No One Behind

#### 1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.

- UNICEF engages with Education Cannot Wait (ECW) as a partner at global and country levels, including serving as interim host of the ECW fund and secretariat. Since being launched at the World Humanitarian Summit in May 2016 the ECW fund has exceeded its first-year funding target, raising US\$170 million with over US\$80 million being committed to 14 Countries Education in Emergencies response and for strengthening the Global Education Cluster ensuring coordinated responses.
- ECW invested in four initial countries and a partnership for global goods (a collaboration between the Inter-Agency Standing Committee (IASC) Education Cluster, the Inter-Agency Network for Education in Emergencies and Office of the United Nations High Commissioner for Refugees (UNHCR)). UNICEF led coordination of initial investment work in Chad, the Syrian Arab Republic, Ethiopia and Yemen as well as in some of the nine countries who received First Response funds: Afghanistan, Bangladesh, the Central African Republic, Madagascar, Nepal, Peru, Somalia, Uganda, and Ukraine. Across these investments, 3.7 million children, half of who are girls will be reached.
- UNICEF played a critical role in operations and technical support by serving as the interim-secretariat (co-directing together with Global Partnership for Education (GPE), Gordon Brown's office), and staffing of education, operations, communications, advocacy and administrative positions. Additionally, UNICEF and the Department for International Development (United Kingdom) (DFID) co-led a design and results working group that oversaw consultations and technical work that culminating in the operational design, theory of change and strategic results framework for ECW, all approved by the High-Level Steering Group (HLSG).

#### 2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- Through multi-stakeholder processes or initiatives (e.g. IASC, Grand Bargain, Charter for Change, etc).
- Other: Progress was also measured against staffing of the Secretariat, establishment of a Special Fund and operationalization of ECW's funding modalities.

#### B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?

- Progress is assessed through the benchmarks established during the Initial Investments and operationalization of Education Cannot Wait initiative.
- The established Secretariat will follow up on the progress and the adoption of financing modalities; while grant making will ensure public participation in the monitoring of progress.

#### 3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.

- Other: Key challenges will be continuing donor engagement and adoption by all parties of the new ways of working, an enabling environment is crucial.

#### 4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.

UNICEF strategic plan 2018 – 2021 recognizes Education Cannot Wait partners as one of the key partners to contribute to its goal of ensuring that girls and boys are provided with inclusive and equitable education and learning opportunities. UNICEF will continue active governance and technical engagement to ensure ECW aligns with on-going humanitarian reform efforts.



**5. What steps or actions are needed to make collective progress to achieve this transformation?**

More must be done to build the capacity of local actors, define specific action plans for accountability to affected populations and most importantly, protect humanitarian workers and operations.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

The Education sector in Yemen has been directly affected by the situation with the closure of 21 per cent of schools. The Yemen grant, one of the initial ECW investments, focus on ensuring education continuity and to mitigate the impact of the conflict for 2.5 million children.

**Keywords**

Education



## 3G Address other groups or minorities in crisis settings

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF commits to collecting/supporting governments to collect quantitative and qualitative data on children with disabilities, disaggregated by age and sex that are comparable, reliable and ethically collected.	Operational	Leave No One Behind
UNICEF endorses the Charter on Inclusion of Persons with Disabilities in Humanitarian Action.	Policy	Leave No One Behind

#### 1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.

- The United Nations Children's Fund (UNICEF) has strengthened work to comprehensively mainstream children with disabilities agenda in humanitarian action focusing on inclusion and accessibility across policies, programmes, capacity and supplies. The number of UNICEF country offices reporting disability inclusive humanitarian action in their Annual Reports increased six-fold over the last four years from 4 to 25 countries.
- UNICEF released guidance on Inclusion of Children with Disabilities in Humanitarian Action with the purpose to strengthen the inclusion of children and women with disabilities and their families, in emergency preparedness, response and early recovery, and recovery and reconstruction.
- UNICEF's Supply Division launched an innovative project on accessible latrine slabs which are used in humanitarian contexts. Introducing agreed procurement quantities for accessible slabs, the project incentivizes suppliers to add accessibility components to the existing latrine slabs.
- UNICEF is co-chairing the Inter-Agency Standing Committee (IASC) Task Team for development of inter-agency guidelines on inclusions of persons with disabilities in humanitarian action along with Handicap International and International Disability Alliance.

#### 2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- By reporting to, or using reports prepared for, UN principal organs, UN governing boards, or other international bodies

#### B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?

The UNICEF Strategic Plan 2018-21 includes four disability specific indicators in Goal Area 2 and Goal Area 5 on education; assistive devices; data collection; humanitarian action respectively. Additional 26 indicators across Goal Areas are committed to disability disaggregation. Goal Area 5 humanitarian action indicators measures percentage of countries providing disability inclusive humanitarian programmes and services.

#### 3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.

- Human resources/capacity
- Other: Lack of access to robust, reliable and comparable national data on children with disabilities, and especially in humanitarian contexts.

#### 4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.

- Continue strengthening disability inclusive humanitarian action at the country level.
- Co-lead the completion of IASC guidelines on Inclusion of Persons with Disabilities in Humanitarian Action through a participatory process.
- Strengthen knowledge and capacity by rolling-out UNICEF guidelines on Children with Disabilities in Humanitarian action.
- Complete trials of accessible latrine slabs and their inclusion in UNICEF's supply catalogue.
- Continue investments to strengthen data and monitoring through workshops, and analysis of intervention code and Programme Information Database (PIDB) codes.



**5. What steps or actions are needed to make collective progress to achieve this transformation?**

Concerted action through partnerships at the global and national levels, pooling resources and expertise will help advance commitments on disability inclusive humanitarian action. Common approaches to collect data on persons with disabilities is also critical to systematically address inclusion within the humanitarian system.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

UNICEF Syria rolled out its first social protection scheme, targeting children with severe disabilities. Adopting an integrated approach to social protection, the scheme complemented regular and unconditional cash transfers with professional support to families, provided by social workers trained on case management practices.

**Keywords**

Disability, People-centred approach



## 4A Reinforce, do not replace, national and local systems

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF commits to support the capacity development of sub-national coordination mechanisms to allow for more effective leadership and coordination of the sectoral/ cluster response in the event of an emergency, and where relevant a more timely transition to national coordination structures, including transfer of skills and resources.	Capacity	Change People's Lives: From Delivering Aid to Ending Need
UNICEF commits to systematically consider cash based programming in ways that build on and form the basis for sustainable social protection systems.	Operational	Change People's Lives: From Delivering Aid to Ending Need
UNICEF commits to establishing a common approach to providing information to affected people and collecting, aggregating and analysing feedback from communities to influence decision-making processes at strategic and operational levels.	Operational	Change People's Lives: From Delivering Aid to Ending Need
UNICEF commits to adopt the Core Humanitarian Standard (CHS) and International Aid Transparency Initiative Standard, with clear benchmarks for achieving these through the CHS Alliance self-assessment tool.	Policy	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

### Core Commitments

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need
Commit to reinforce national and local leadership and capacities in managing disaster and climate-related risks through strengthened preparedness and predictable response and recovery arrangements.	Change People's Lives: From Delivering Aid to Ending Need



Commit to increase investment in building community resilience as a critical first line of response, with the full and effective participation of women.	Change People's Lives: From Delivering Aid to Ending Need
Commit to ensure regional and global humanitarian assistance for natural disasters complements national and local efforts.	Change People's Lives: From Delivering Aid to Ending Need
Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

**1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.**

**Cash-based programming**

The United Nations Children's Fund (UNICEF) has continued to provide both in-country and remote technical support for the design and implementation of humanitarian cash transfer programming at field level. In 2017, thirteen country offices used humanitarian cash transfers as part of their response (Lebanon, Jordan, Iraq, Yemen, Syria, Myanmar, Dominica, Somalia, Madagascar, Turkey, Democratic Republic of Congo (DRC), Malawi, Lesotho). In addition, UNICEF, in partnership with the World Bank, implemented its largest humanitarian cash transfers to date covering 1.3 million households in Yemen. UNICEF's interagency collaboration on cash has also been strengthened. Regular exchange has taken place with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP) to coordinate responses. Consultations are ongoing with both agencies to clarify global parameters for collaboration and operating standards on humanitarian cash programming. UNICEF has also significantly contributed to inter-agency discussions with donors. In these interactions and in various cash inter-agency fora UNICEF has clarified its specific comparative advantage and specific approach to cash based programming.

**Strengthening national/local leadership and systems**

UNICEF capacity building support for UNICEF-led clusters/Area of Responsibility included more than 25 humanitarian training events on coordination and sector standards that reached over 600 people at sub-national, country and regional levels in a dozen countries. Information management support focused on the development and adaptation of a partner reporting portal as part of e-Tools for cluster coordination, which will allow cluster partners to report and track progress against humanitarian activities, indicators and targets. A short localization in coordination module has been developed to facilitate coordination groups to develop short term action plans focusing on areas such as the promotion of principled partnerships, more systematic and accountable institutional capacity building for local partners and local leadership/co-leadership transition strategies. It is expected that these plans will also influence upcoming humanitarian needs overviews (HNOs) and humanitarian response plans (HRPs), leading to more sector-wide and sustained shifts towards more localized humanitarian responses.

**People-centered approaches (feedback mechanisms, community engagement, etc)**

UNICEF in close cooperation with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the International Federation of Red Cross and Red Crescent Societies (IFRC), and other stakeholders is supporting a multi-agency "Communication and Community Engagement Initiative" to develop collective services for more timely, systematic and predictable communication and community engagement mechanisms across humanitarian actors and clusters/sectors. UNICEF Country Offices are drawing on ongoing efforts to strengthen humanitarian Communication for Development (C4D) preparedness and response capacities, including efforts to expand U-Report to give people, including children, a direct link to their governments to report on services and help connect at-risk and affected communities. For example, in Bangladesh, UNICEF engaged up to 1,000 community volunteers on promotion of preventive and protective behaviors.

**Adherence to quality and accountability standards (e.g. CHS, SPHERE)**



- Consolidated the technical infrastructure for transparency and external reach including through the IATI Governing Board, where UNICEF represents multilateral agencies.
- Improved data quality assurance mechanisms internally and increase the depth of programme level and financial data reach of UNICEF's programme level data (as published in the IATI registry and UNICEF's Transparency Portal - open.unicef.org).
- Addressed emergent donor conditionalities that tie funding to IATI compliance.
- Supported external partners and governments on how to simplify the process and introduce efficiencies in the IATI-AIMS linkage.

**2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.**

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- Through multi-stakeholder processes or initiatives (e.g. IASC, Grand Bargain, Charter for Change, etc).

**B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?**

For cash programming, progress is assessed through analysis of Annual Results Report from Countries showing 1,019,537 people benefited from humanitarian cash transfers.

For IATI, scores on the IATI Dashboard enable UNICEF to assess its progress on the extent to which the organization is publishing comprehensive, forward-looking and timely IATI data.

**3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Human resources/capacity
- Multi-stakeholder coordination
- Other: How to encourage increased use of UNICEF's open data to track and report on progress towards results, monitor its contribution to the SDGs.

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

For cash programming UNICEF will:

- Undertake and finalize the development of its own internal data management system that will allow all UNICEF country offices to strengthen the safety of beneficiaries' data, and streamline data exchange with other agencies. It will also allow a real time live tracking and reporting of all UNICEF cash programmes.
- Develop a humanitarian cash transfers training package for all regional and country offices management, programme and operational staffs to be trained on the use of humanitarian cash transfer.

**5. What steps or actions are needed to make collective progress to achieve this transformation?**

- Increase opportunities to deliver cash through joint/multi-agency platform to increase efficiency gains.
- Strengthened inter-agency coordination of cash transfer programming.
- Strengthen the evidence base of the use of this modality, specifically in terms of achieving sectoral outcomes through joint/multi agency cost effectiveness analysis.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

For cash programming, multi-agency requests for proposal for financial service provider and/or opportunities to piggyback on other agencies' contract have proven successful to obtain better transactional fees from financial service providers and streamline the distribution of cash from a beneficiary perspective (only one card/one payment mechanism).

**Keywords**

Cash, Local action, People-centred approach, Quality and accountability standards, Transparency / IATI



**4B Anticipate, do not wait, for crises**

**Individual Commitments**

Commitment	Commitment Type	Core Responsibility
UNICEF commits to strengthen community resilience including through support to risk-informed programming, Disaster Risk Reduction, Climate Change Adaptation and Low Carbon Development.	Operational	Change People's Lives: From Delivering Aid to Ending Need

**Core Commitments**

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need
Commit to accelerate the reduction of disaster and climate-related risks through the coherent implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change, as well as other relevant strategies and programs of action, including the SIDS Accelerated Modalities of Action (SAMOA) Pathway.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to improve the understanding, anticipation and preparedness for disaster and climate-related risks by investing in data, analysis and early warning, and developing evidence-based decision-making processes that result in early action.	Change People's Lives: From Delivering Aid to Ending Need

**1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.**

The United Nations Children's Fund (UNICEF) piloted its Risk-Informed Programming guidance in 2017. The methodology brings together multiple stakeholders (including government and civil society) to analyze risk and to design or adapt programmes to reduce risk and build resilience and peace. Risk-informed programming strives to make resilience and peace a central goal of all child-rights focused development programming and humanitarian action. It seeks to not just achieve a development or humanitarian-related result – but to protect progress for boys, girls, women and men against the negative impacts of shocks and stresses.

Malawi, four states in India, Bosnia and Herzegovina, and Vietnam country offices undertook risk-informed programming exercise in 2017. In India's flood and drought prone Bihar, state-level government together with non-governmental organization (NGO) partners and UNICEF, held a three-day workshop where participants reached a consensus on the risks to children and adapted



their plans. Shifts in programming proposed during the workshop included continued investment in school safety and preparedness, water safety-security planning at community level and enhanced nutrition monitoring in flood prone areas.

**2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.**

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- Other: Through UNICEF annual work plans; Country Programme development process; UNICEF Annual Reports, and other documents pertaining to record a country office's planning and programming interventions.

**B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?**

The current UNICEF Strategic Plan (2018-2021) identifies specific outputs and indicators that will help to track the organization's progress on risk-informed programming and risk mitigation. This includes measuring the degree to which UNICEF country offices implement risk-informed programming and promote peaceful and inclusive societies.

**3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Institutional/Internal constraints
- Joined-up humanitarian-development analysis, planning, funding and/or response

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**

- Use its Guidance on Risk-Informed Programming in country offices will carry out a risk analysis and conduct training on risk-informed programming in Pakistan and Timor-Leste.
- Conduct a cost-benefit analysis study to strengthen the evidence base on risk informed programming is planned for 2018/2019.
- Commission, together with UN Women and the International Federation of Red Cross and Red Crescent Societies (IFRC), a study on the impact of disasters on children and women to strengthen evidence advocating for increased prevention and risk reduction measures.

**5. What steps or actions are needed to make collective progress to achieve this transformation?**

In line with the United Nations Development Assistance Framework (UNDAF) priority to promote 'risk-informed programming', greater coherence and coordination between UN agencies in terms of risk analysis and assessment is needed.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

The UNICEF-World Bank partnership is a good example for collective efforts to advance community resilience in fragile contexts. In Yemen, the joint UNICEF, World Bank and WFP projects focus on nutrition and maternal and child health, later expanding to Water, Sanitation and Hygiene (WASH) and include an Emergency Cash Transfer project.

**Keywords**

Community resilience, Disaster Risk Reduction



## 4C Deliver collective outcomes: transcend humanitarian-development divides

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
For an integrated approach to resilient development and recovery, UNICEF will establish an "Integration Fund" to support programmes that systematically address vulnerability in fragile contexts and contribute to longer-term system strengthening.	Financial	Change People's Lives: From Delivering Aid to Ending Need

### Core Commitments

Commitment	Core Responsibility
Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes. To achieve this, commit to the following: a) Anticipate, Do Not Wait: to invest in risk analysis and to incentivize early action in order to minimize the impact and frequency of known risks and hazards on people. b) Reinforce, Do Not Replace: to support and invest in local, national and regional leadership, capacity strengthening and response systems, avoiding duplicative international mechanisms wherever possible. c) Preserve and retain emergency capacity: to deliver predictable and flexible urgent and life-saving assistance and protection in accordance with humanitarian principles. d) Transcend Humanitarian-Development Divides: work together, toward collective outcomes that ensure humanitarian needs are met, while at the same time reducing risk and vulnerability over multiple years and based on the comparative advantage of a diverse range of actors. The primacy of humanitarian principles will continue to underpin humanitarian action.	Change People's Lives: From Delivering Aid to Ending Need

**1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.**

#### Other-4C

The United Nations Children's Fund (UNICEF) piloted its Risk-Informed Programming guidance in 2017. The methodology brings together multiple stakeholders (including government and civil society) to analyze risk and to design or adapt programmes to reduce risk and build resilience and peace. Risk-informed programming strives to make resilience and peace a central goal of all child-rights focused development programming and humanitarian action. It seeks to not just achieve a development or humanitarian-related result – but to protect progress for boys, girls, women and men against the negative impacts of shocks and stresses.

Malawi, four states in India, Bosnia and Herzegovina, and Vietnam Country Offices undertook risk-informed programming exercise in 2017. In India's flood and drought prone Bihar, state-level government together with NGO partners and UNICEF, held a three-day workshop where participants reached a consensus on the risks to children and adapted their plans. Shifts in programming proposed during the workshop included continued investment in school safety and preparedness, water safety-security planning at community level and enhanced nutrition monitoring in flood prone areas.

**2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.**

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.

**B. How are you assessing whether progress on your commitments is leading toward change in the direction**



### of the transformation?

UNICEF strategic plan 2018 – 2021 includes risk informed as one of the change strategies and UNICEF Country Programmes will now systematically be developed and assessed against benchmarks for all risk and preparedness.

### 3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.

- Institutional/Internal constraints
- Joined-up humanitarian-development analysis, planning, funding and/or response

### 4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.

- Use its Guidance on Risk-Informed Programming in Country Offices will carry out a risk analysis and conduct training on risk-informed programming in Pakistan and Timor-Leste.
- Conduct a cost-benefit analysis study to strengthen the evidence base on risk informed programming is planned for 2018/2019.
- Commission, together with UN Women and the International Federation of Red Cross and Red Crescent Societies (IFRC), a study on the impact of disasters on children and women to strengthen evidence advocating for increased prevention and risk reduction measures

### 5. What steps or actions are needed to make collective progress to achieve this transformation?

In line with the United Nations Development Assistance Framework (UNDAF) priority to promote 'risk-informed programming', greater coherence and coordination between UN agencies in terms of risk analysis and assessment is needed.

### 6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.

The UNICEF-World Bank partnership is a good example for collective efforts to advance community resilience in fragile contexts. In Yemen, the joint UNICEF, World Bank and WFP projects focus on nutrition and maternal and child health, later expanding to Water, Sanitation and Hygiene (WASH) and include an Emergency Cash Transfer project.



## 5A Invest in local capacities

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
Globally, UNICEF will increase the proportion of funds to local and national actors to at least 30% by 2018.	Financial	Invest in Humanity

### Core Commitments

Commitment	Core Responsibility
Commit to empower national and local humanitarian action by increasing the share of financing accessible to local and national humanitarian actors and supporting the enhancement of their national delivery systems, capacities and preparedness planning.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

**1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.**

#### Direct funding to national/local actors

- The United Nations Children's Fund (UNICEF) confirmed its commitment to localization by including a specific target in its Strategic Plan, 2018-2021. UNICEF is building on its long-standing role in supporting policy, capacity development and national and sub-national systems strengthening to improve the delivery of essential services to the most disadvantaged children.
- UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP) conducted requirements gathering/analysis and signed a Memorandum of Understanding (MOU) to support the development of the UN Partner Portal, an online platform for civil society organizations to create organizational profiles, view opportunities for partnership with the UN, and submit both solicited and unsolicited proposals.
- Analysis of UNICEF's expenditure on humanitarian programmes which has shown a steady increase from \$1.7B in 2016, to \$1.9B in 2017. During this same period of time, the proportion of funding going to national and local responders has steadily increased, from 29% in 2016 to 31% in 2017

**2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.**

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.
- Through multi-stakeholder processes or initiatives (e.g. IASC, Grand Bargain, Charter for Change, etc).

**B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?**

UNICEF is measuring progress toward achieving the commitment by regularly monitoring total expenditure on humanitarian programmes and the proportion of that funding transferred to national and local actors.

**3. A. Please select no more than 3 key challenges faced in implementing the commitments related to this transformation. Only the categories selected by the organisation will be seen below.**

- Institutional/Internal constraints
- Other: It is easy at HQ level to passively monitor the proportion of funds to local and national actors.

**B. How are these challenges impacting achievement of this transformation?**

Partnership decisions are necessarily decentralized. While it is easy at HQ level to passively monitor the proportion of funds to local and national actors, it is less easy to actively shape or influence country offices in their decision-making on a case by case basis.

**4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.**



- Support child-sensitive national and local risk management planning addressing risks related to disasters, climate change, conflict, public health emergencies or other crises, as a key input to informing systems strengthening.
- Develop and disseminate an updated manual on UNICEF's policies and processes for civil society partnership, as well as a list of training resources for civil society organizations.
- Support UNICEF-led clusters, in line with agreed cluster functions, to support capacity development in preparedness and contingency planning.

**6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

UNICEF's joint efforts with UNHCR and WFP on the UN Partner Portal is an example of innovation that will allow for the three UN agencies to better understand each other's partnership portfolios and better communicate with a more diverse pool of civil society organizations, including local and national civil society organizations.

**Keywords**

Innovation, Local action



## 5E Diversify the resource base and increase cost-efficiency

### Individual Commitments

Commitment	Commitment Type	Core Responsibility
UNICEF commits to seeking new ways to expand the pool of available resources, including by establishing new partnerships and pursuing innovative financing modalities such as Islamic financing, micro-leivies and insurance-based mechanisms.	Financial	Invest in Humanity
UNICEF commits to adopt the Core Humanitarian Standard (CHS) and International Aid Transparency Initiative Standard, with clear benchmarks for achieving these through the CHS Alliance self-assessment tool.	Policy	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity

### Core Commitments

Commitment	Core Responsibility
Commit to increase substantially and diversify global support and share of resources for humanitarian assistance aimed to address the differentiated needs of populations affected by humanitarian crises in fragile situations and complex emergencies, including increasing cash-based programming in situations where relevant.	Change People's Lives: From Delivering Aid to Ending Need Invest in Humanity
Commit to promote and increase predictable, multi-year, unearmarked, collaborative and flexible humanitarian funding toward greater efficiency, effectiveness, transparency and accountability of humanitarian action for affected people.	Invest in Humanity

#### 1. Highlight the concrete actions taken between 1 January – 31 December 2017 to implement the commitments which contribute to achieving this transformation. Be as specific as possible and include any relevant data/figures.

- Developed a private sector plan for 2018 – 2021, impact for every child, in line with the United Nations Children's Fund's (UNICEF) strategic plan 2018 -2021 to mobilize for resources needed to implement UNICEF strategic plan 2018 – 2021.
- Supported regional and country offices on advocacy for funding, joint funding modalities, resource mobilization strategies and clearing contribution agreements, and contributed to regional and global network meetings. UNICEF launched its first e-Course on resource mobilization in response to requests from HQ Divisions, and regional and country offices.
- Policies and strategies of global private philanthropies (GPPs) and International Financial Institutions (IFIs) were informed and dialogue shaped to leverage partnership opportunities and resources, resulting in new partnership frameworks and strengthening the UNICEF-World Bank partnership in Yemen.

#### 2. A. How are you measuring progress toward achieving your commitments? Only the categories selected by the organisation will be seen below.

- Through existing, internal systems or frameworks for monitoring, reporting and/or evaluation.

#### B. How are you assessing whether progress on your commitments is leading toward change in the direction of the transformation?

Success will be measured through impact. The achievements of the partnerships will be aligned with the results matrix of the Strategic Plan so that the impact can be demonstrated. One way to do this is through robust key performance indicators and powerful case studies.

#### 4. Highlight actions planned for 2018 to advance implementation of your commitments in order to achieve this transformation.



- Explore innovative funding by asking Country Offices to allocate some percentage (tbd) of their total continued professional development (CPD) budget toward preparedness investments, per their context risk level as informed by the InfoRM system rating, the Inter-Agency Standing Committee (IASC) Early Warning, Early Action and Readiness Report, their UNICEF Emergency Preparedness Platform (EPP) risk profile and analysis from the Office of Emergency Programmes' (EMOPS) new Emergency Operations Centre (OPSCEN) risk monitoring capacity.
- Fundraise for donors to match commitment of Country Offices funds toward preparedness purposes.

#### **5. What steps or actions are needed to make collective progress to achieve this transformation?**

There is a need to broaden the partnership base by strengthening partnerships with emerging economies, the World Bank, other multilateral development banks such as the Islamic Bank and regional development banks, and the African Union.

#### **6. List any good practice or examples of innovation undertaken individually or in cooperation with others to advance this transformation.**

Resultsbased management, transparency, reporting and visibility were strengthened to build trust with resource partners. UNICEF's commitment to organizational transparency of both financial and programmatic data was highlighted as a key strength.

#### **Keywords**

Private sector



## Additional Reports

Attachment
<a href="#">Grand Bargain - 2018 Self-Report UNICEF .pdf</a>