End of Cycle Review and Roadmap to the MTSP 2014-2017

Presentation to the Executive Board

5 February 2013
Key Findings of End-of-Cycle Review

Improving situation for children for children overall but persistent and sometimes growing inequity: coverage of key interventions in all sectors increased, at varying rates and scales; need to focus on the excluded and disadvantaged

UNICEF leveraged a growing number of partnerships for scale in all sectors – role in partnerships must continue and intensify

Significant growth in humanitarian responses with important improvements in management. Link between development and emergency programming needs to be strengthened.

Data, evidence-base and monitoring has improved in all sectors; needs investments to continually track inequities and improve programming
End-of-Cycle Review: Focus Area lessons learned

Focus Area 1: Young Child Survival and Development
• Areas that require systems strengthening and integrated approaches moving slower e.g. maternal mortality, ECD
• Greater attention needed to social and economic barriers, social norms and practices

Focus Area 2: Basic Education and Gender Equality
• Stronger attention to quality of education needed
• Need to do more to address demand side: financial barriers, discrimination
• Early learning: a leadership area for UNICEF

Focus Area 3: HIV, AIDS and Children
• Pediatric treatment needs to be accelerated
• Better integration with MNCH platform key for reach, quality and continuity of PMTCT and treatment
• Stronger engagement at community level required for better impact
• Prevention strategies must be better tailored to the needs and interests of young people
• Strong partnership framework provides direction and leverage
Focus Area 4: Child Protection
• Evidence base on what works to increase protection is still weak
• Link more with other sectors to achieve sustainable impact
• Note that role of child protection in emergencies is growing
• Need for greater capacity and funding for monitoring child rights violations in armed conflict

Focus Area 5: Policy advocacy and Partnerships for Child Rights
• Value of “multiple deprivation analysis” – identifying which children are affected by multiple rights violations
• Importance of coordinated multi-sectoral approaches to addressing underlying causes of poverty and exclusion
• Ability to leverage resources dependent on quality of evidence and analysis
Summary of Conclusions of End-of-Cycle Review

1. Continuity: Scale-up proven interventions; some adjustments in focus

2. Strengthen links across sectors: community participation, social protection, C4D

3. Life-cycle approach: review and expand work on ECD and adolescents

4. Growing challenges/issue: mainstream climate change, disaster risk reduction, urbanization into sector results and strategies

5. Conflict and fragility: support innovative programming, promote resilience

6. Human rights and gender equality: better integration into sector results and approaches; strengthen work with Treaty Bodies

7. Research and innovations: promote and use research and innovations for equity programming
Roadmap to and outline of the Medium Term Strategic Plan: 2014-2017
Background:

The MTSP should:

- Make a clear distinction between means and ends
  - Result statements (and corresponding indicators) to state the change in the quality of life of children
- Focus the work of the organization
- Enable annual global reporting of results with contribution and attribution clear to the extent possible
- Recognize the centrality of the country programming process
- Be consistent with the QCPR and include flexibility to respond to discussions on post-2015 and the Sustainable Development Goals
- Should reflect UN coherence efforts and be consistent with that of other agencies that have aligned their cycles with the QCPR
What’s in this MTSP – Substantive Focus

• Explicit equity focus on the ‘disadvantaged & excluded’, to ensure UNICEF is as effective as possible in promoting and protecting children’s rights

• Maintain momentum in thematic areas: health, HIV, water & sanitation, nutrition, education, child protection, social protection, social inclusion

• Strengthened linkages between humanitarian action and development programmes

• Concrete actions to better address fragile contexts and build resilience
What’s in this MTSP –
How UNICEF works

• Increased focus on strengthening national systems to monitor outcomes and the removal of barriers and bottlenecks
• Greater emphasis on multidimensional responses
• Increased support to promoting innovations that lead to results
• Increased responsiveness to the challenges of climate change, urbanization and other factors affecting resilience
• More robust results based budgeting, planning and management
Overview of the Theory of Change

Impact: Children Survive & Thrive

UNICEF’s contribution: Outcomes and Outputs

Outcomes for each impact result clustered by:
(better supply of services, enhanced demand and improved policies)

Programme Strategies

Management Strategies

Normative Principles: Human Rights, Gender Equality and Environmental Sustainability

Outcomes for each impact result clustered by:
(better supply of services, enhanced demand and improved policies)
For each impact level result for children

• **supply outcomes and outputs**: including availability, accessibility and quality of necessary commodities and infrastructure; capacity and performance of service-providers; and performance and accountability of institutions

• **demand outcomes and outputs**: including supportive social norms; knowledge, awareness and practice of key behaviours; improvement of processes to promote the participation of children, communities and CSOs including demand for services

• **enabling environment outcomes and outputs** will be specified including policy, legislation, budgets, standards, evidence

Notes:

• In each case, emphasis will be on the most disadvantaged & excluded girls and boys

• The contribution of UNICEF in development and humanitarian contexts will be reported separately
How will **country specificity** influence the **results focus**?

Within the parameters of the MTSP, UNICEF country programmes will prioritize specific results based on:

- National plans and priorities
- Situation analysis of children
  - disaggregated to the extent possible
  - analysis of barriers and bottlenecks
- Comparative advantage of UNICEF vis-à-vis partners
- Financial and human resource availability
What strategies will UNICEF use to achieve results?

UNICEF will achieve results through an appropriate mix of the following strategies, according to country context:

- Capacity development for system strengthening
- Research, evidence & knowledge management
- Policy dialogue, advocacy and communication
- Communication for Development
- Partnerships
- Identify and promote effective innovation
- Service delivery
How will **country specificity** influence UNICEF’s strategies?

UNICEF country programmes will select an appropriate mix of implementation strategies in response to:

- Identified issues related to the enabling environment
- Capacity gaps at all levels to deliver quality services
- Profile of deprivation (large scale deprivation or focused on limited population)
- Potential to leverage domestic resources
Impact: Children Survive & Thrive
Monitoring changes in the situation of children
SOURCE: Country systems, UNICEF-supported MICs, DHS

Outcomes: Institutional, policy and behaviour changes
Monitoring institutional, policy & behavioral changes
SOURCE: Country systems, UNICEF-supported monitoring, barriers and bottlenecks analysis

Outputs – UNICEF Programme Monitoring
Programme Strategies – UNICEF Programme Monitoring
Management Strategies – UNICEF Management Monitoring

Evaluation
Normative Principles
Roadmap forward

• Integration of comments from First Regular Session of the Executive Board (this week)

• Next “Peer Review Group” meeting with Bureau-nominated Member States and peer UN agencies on Results Based Management approaches

• Intensive consultative workshop with Executive Board (end February)

• Informal consultations on first draft full MTSP (May and June)
Thank you
# Programme assistance by Focus areas

(in million US dollars)

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<th>OR-E</th>
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