Mid-Term Review (MTR) of Strategic Plan 2018-2021
Synthesis of Preliminary Findings

MTR Workshop Feb 26 2020
Overview: MTR Process

**PHASED STRATEGIC PLAN AND INTEGRATED BUDGET MTR PROCESS**

- **Phase 1:** Preliminary SP analysis and findings by Task Teams
- **Phase 2:** HQ and RO OMP revision
- **Phase 3:** Review and validation of preliminary findings on SP
- **Phase 4:** Development of MTR report and annexes

Steering Committee meetings

<table>
<thead>
<tr>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
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<tbody>
<tr>
<td><img src="OCT" alt="Phase 1" /></td>
<td><img src="NOV" alt="Phase 2" /></td>
<td><img src="DEC" alt="Phase 3" /></td>
<td><img src="JAN" alt="Phase 4" /></td>
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<td><img src="APR" alt="EXECUTIVE BOARD ANNUAL SESSION" /></td>
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Task Teams meetings and work (ongoing)
# SP MTR Process: Objectives

## Programme
- Assessment and analysis of performance in relation to SP goals and targets;
- Review of *approaches* and *assumptions* in the theories of change of the five Goal Areas;
- Identification of actions in order to ensure strengthened performance and delivery on a specific subset of indicators where acceleration is required. This will include proposed amendments to targets and milestones where applicable in order to a) ensure/reflect acceleration where required, b) reflect emerging implementation challenges.
- Incorporate findings from the recent humanitarian evaluations.

## UN Reform
- Review the contribution of the Common Chapter on the UNICEF performance and to the broader progress of UN reform
- Identification of where and how the inter-agency reform process has led to greater efficiencies and effectiveness (as per specific Board request at 2019 Annual Session)

## Management
- Review the Change Strategies
- Review the Enablers to identify areas where further efficiencies can be introduced, including transactional functions that can be undertaken through the Global Shared Services Center and opportunities for sharing of resources
SP MTR Process: 4 components

Programme
5 SP Goal Areas
Task Team 1

UN Reform
New UNSDCF, SWSD, Common Chapter etc.
Task Team 2

Management
Enablers and Change Strategies
Task Team 3 and Task Team 4

Financial Forecast
MTR Acceleration Logic

- What do we know about global progress against SDGs related to children?
- Does the world need to accelerate?

- What progress is UNICEF making at outcome and output levels?
  - Are we on track?
  - Are UNICEF’s targets aligned to the level of ambition of SDGs?
  - Do we need to accelerate in terms of revising the targets or enhancing programmatic efforts?

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<thead>
<tr>
<th>#</th>
<th>SDGs</th>
<th>SP</th>
<th>Conclusion</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>On track</td>
<td>On track</td>
<td>→ No change in the results framework</td>
</tr>
<tr>
<td>2</td>
<td>Off track</td>
<td>On track</td>
<td>→ UNICEF needs to increase the ambition of its targets to meet SDGs.</td>
</tr>
<tr>
<td>3</td>
<td>On track</td>
<td>Off track</td>
<td>→ No change in the results framework but UNICEF is accelerating its efforts to meet existing targets &amp; ensure earlier achievement of SDG targets.</td>
</tr>
<tr>
<td>4</td>
<td>Off track</td>
<td>Off track</td>
<td>→ No change in the results framework but UNICEF is accelerating its efforts to meet existing SP targets.</td>
</tr>
</tbody>
</table>
Accelerate results for children => increased investment for SDG achievement for children

- Reduce multiples deprivations across two decades of life
- Learning crisis
- Stunting and Wasting
- Maternal/Neonatal Health and Immunisation
- Ending ODF & Basic sanitation
- Violence & Birth Registration
- Climate action

SDGs for children

- Reduce Child poverty and improve child protection
- Decent jobs for parents
- Climate change and environmental challenges
- Situations of fragility and conflict
UNICEF for a new decade
Accelerate SDG achievement through enhanced investment in children

Preliminary Insights

❖ Though there is progress, a **significant number of SDGs targets for children are not on track and will require acceleration.** This will mean calibrating the ambition, focus and prioritization of action of the Strategic Plan (to be validated with 2019 data)

❖ **Slow progress in fragile contexts** requiring enhanced development-humanitarian-peace programming as well as increase in quality, coverage and equity of humanitarian response guided by the new CCCs.

❖ **Increased demand for “instant data”, new and accessible data sources and more disaggregated data** for decision-making will require support to Governments

❖ **GAP has propelled gender results and will aim to be more transformative** with emphasis on adolescent girls
UNICEF for a new decade
Accelerate SDG achievement through enhanced investment in children

Preliminary Insights (continued)

❖ Embrace and Increase joint work with UNDS at regional and country level, use of revised of CPD guidance for better coherence with CCA, UNSDCF and SDG financing

❖ Efforts to enhance organizational culture where our people feel safe, respected and motivated is gaining momentum and will be sustained.

❖ Priority business processes identified for simplification and modernization as well as enhancing ICT, HR & procurement common services for increased efficiencies.

❖ A new UNICEF innovation strategy that aims to bend the curve and purposefully collaborate with partners has been launched

❖ Overall, UNICEF continues to have a healthy income, however, Core Resources, or Regular Resources, declined. The relative decline in the ratio between Regular Resources to Other Resources indicates a concerning trend away from meeting the Member States Funding Compact commitment target of core resources representing 30% of overall income.
Goal Area
Findings and Recommendations
Projected global under-5 mortality rate and number of under-5 deaths, 2019-2030, in two scenarios: (1) business as usual; (2) acceleration needed to achieve SDG target

Source: United Nations Inter-agency Group for Child Mortality Estimation (UN IGME) 2019

Accelerating progress to achieve SDG target would save the lives of 11 million under-5 children in 2019-2030.
Progress in improving coverage of immunizations has slowed and children are being left behind. Accelerated effort is needed to reach the most marginalized children.
The world is **not on track** to reach global target for stunting by 2030.
SDG Indicator 3.3: Estimated rate of new HIV infections per 1,000 population
Global trend, target and projection by age group (Children and adolescents)

For both age groups, the world is off track to reach global targets, but progress has been slower for adolescents. More acceleration is needed.

**Children aged 0-14**

UNAIDS 2019 estimates
- 0.25

2030 Projection, current trends
- 0.10

2030 Projection, target scenario
- 0.00

**Adolescents aged 10-19**

UNAIDS 2019 estimates
- 0.33

2030 Projection, current trends
- 0.10

2030 Projection, target scenario
- 0.00

Source: UNICEF Analysis of UNAIDS 2019 estimates; for internal use only

Note: Values do not match values reported in the Strategic Plan or Annual Results Report as these do not display a one-year lag and all values are modeled retrospectively using the 2019 model. Projections are based on methods cited in UNICEF publication, Children, HIV and AIDS: The World in 2030 <https://data.unicef.org/resources/children-hiv-and-aids-2030/> Projected trends have been adjusted to 2019 UNAIDS estimates. Target scenario is based on the Super-Fast-Track framework for global 2020 and 2030 HIV goals. The Strategic Plan 2021 target trajectory assumes an additional 50 per cent reduction in HIV incidence between 2021 and 2030.
## Analysis of SDGs and SP Indicators

<table>
<thead>
<tr>
<th>Result Areas</th>
<th>SDGs</th>
<th>SP</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternal and Newborn Health, Child Health and Immunization</td>
<td>Off-track</td>
<td>Off track (in general)</td>
<td>→ Increase targets to demonstrate the needed acceleration; Accelerate programmatic efforts in primary healthcare systems.</td>
</tr>
<tr>
<td>Nutrition</td>
<td>Off track</td>
<td>On track</td>
<td>→ Increase targets and sharpen focus on preventive nutrition to reduce levels of stunting and wasting.</td>
</tr>
<tr>
<td>Adolescent Health and Nutrition</td>
<td>Lack of data</td>
<td>On track</td>
<td>→ Accelerate programmatic efforts.</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Off track</td>
<td>On track</td>
<td>→ Increase ambition in improving programme performance in target countries to meet SDGs.</td>
</tr>
<tr>
<td>Early Childhood Development</td>
<td>Off-track</td>
<td>Off track</td>
<td>→ Accelerate efforts to integrate ECD in primary health care systems</td>
</tr>
</tbody>
</table>
Preliminary Findings

Maternal, Newborn and Child Health

• The world is not on track to reach SDG target on U5MR. Majority of child deaths still occur in Sub-Saharan Africa (SSA) and South Asia (SA) and in poor households.

• Despite considerable progress, the world is off-track for achieving the SDG targets for maternal mortality and skilled attendance at birth.

Immunization

• Progress in improving immunization coverage has slowed. Most unvaccinated children live in 64 countries. Need to reach the most marginalized (remote rural, urban poor, conflict-affected).

• In general, UNICEF is not on track.

Recommendations

• Accelerate inter-sectoral programmatic efforts in primary healthcare systems in 25 high-burden countries, including interfaces with WASH in Health Care Facilities.

• Strengthen PHC at community level: integrated system and platform-based programming with special focus on first 1,000 days as part of wider life-course approach.

• Strategic HSS interventions to improve frontline worker capacity, community engagement and social accountability, supply-chains, quality of care and data/digital health information

Maternal, Newborn and Child Health

• Strengthen routine immunization programmes and build synergy with Supplementary Immunization Activities, focusing on the 20 million under vaccinated children, converging on the 2/3 of those who were not vaccinated at all.

• Strengthen inter-personal communication and evidence-based trust-building approaches to address vaccine mis-information and resistance.
### Preliminary Findings

#### Nutrition
- The world is **not on course** to meet targets for stunting, wasting and overweight. The number of stunted children is declining in every region except in **Africa**. The number of overweight children is **increasing in all regions**. Largest number of wasted children are in **Asia**, and in non-humanitarian settings.
- UNICEF is **on track** to achieve SP targets.

#### Adolescent Health and Nutrition
- Lack of internationally comparable data on adolescent health and nutrition.
- **Overweight prevalence among adolescents on the rise in all regions.**

### Recommendations

#### Nutrition
- **Sharpen the focus on prevention** in early childhood for stunting, wasting and overweight. Make prevention central to Global Action Plan on wasting and in emergency response (CCCs).
- **Increase our ambition on prevention** by focusing on **10 high burden countries** (e.g. India) with BMGF, WBG and other partners.
- **Increased focus** on improving the quality of children’s diets and children’s food environments.

#### Adolescent Health and Nutrition
- Systematically engage and partner with young people to establish gender responsive policies and services
- Implement a multisectoral approach to prevent and respond to all forms of malnutrition, preventable and premature disability, and death among adolescent populations.
- Generate actionable data and evidence to inform programming at scale and mobilize resources for multisectoral programs
- Strengthen of health systems to better respond and address priorities of adolescents especially pregnant adolescent girls and adolescent mental health.
**HIV Prevention and Treatment**

- Progress on reducing new HIV infections has been **too slow**. For **adolescent HIV prevention**, we have an ambitious target that we are **far from reaching**.

**ECD**

- World is **not on track**. Children are less likely to be on track in **literacy-numeracy and in learning-social-emotional aspect** than physically. While there is no difference by sex, children from **poorer households** are less likely to be developmentally on track than those from richer households.
- UNICEF is **not on track**. Not enough children receive **early stimulation and responsive care**.

**Recommendations**

- Expand our sphere of influence by partnering within key global funding mechanisms (e.g. Global Fund, GFF) and initiatives (UHC, PHC).
- Accelerate adoption of **differentiated responses** in target countries in ESA and WCA (e.g. Nigeria, RSA, Tanzania, Kenya, Uganda, Mozambique). **Young women and girls** are a priority. We will scale up **innovative approaches** (e.g. POC diagnostics, digital tools to reach adolescents).
- Sustain momentum on implementation of **multisectoral packages**. Investment needed in capacities and skills of **frontline workers and parenting supports and interventions**
- Mobilize uptake and invest in capacity for **population-level monitoring and data collection** on children’s development outcomes.
- Strengthen enabling environments with government & business sector for implementation of **family friendly policies**.
- Ensure holistic ECD for children in **humanitarian contexts**.
Cross cutting recommendations for results across GA 1

- Tackle social and financial barriers to reach the most deprived: strengthen **PF4C** to leverage and spent better; link with cash transfers; address health insurance;

- Identify what to do to bring better health outcomes in private sector provision - **SVPs, Franchising, regulation**

- Partnerships - **Health Global Action Plan with 12 agencies, WHO, UNFPA and WFP, GPPs**

- Examine possibility of **partnerships** that target consumer parents.

- Given our large procurement footprint in vaccines and nutrition products, leverage to **shape markets** (pursue innovations and savings. Priorities for acceleration areas relating to supply include vaccine security 2.0, new vaccines, alternative RUTF, improving diagnostics.)
Lower Secondary Gross Intake Rate

SP Impact Indicator I: Completion Rate (Gross Intake Rate to the Last Grade)
Lower Secondary Education

SP 2021 Target: 83%
The Looming Learning Poverty Crisis in SSA – a simple projection telling one story about learning poverty

- The number of children not learning = OOSC + children in school who are not learning.

- Sub-Saharan Africa (SSA = ESAR + WCAR) faces the strongest demographic pressure.

- If current trends are kept as they are today, the number of children not learning will increase by **81 million** by 2030. **66 million** will be in Sub-Saharan Africa.
## Analysis of SDGs and SP Indicators

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<tr>
<th>Result Areas</th>
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<th>Conclusion</th>
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<tbody>
<tr>
<td>Access to Education</td>
<td>Off track</td>
<td>Early learning or education support in humanitarian situations</td>
<td>Off track → <strong>Accelerate efforts</strong> to meet existing SP targets.</td>
</tr>
<tr>
<td>Learning Outcomes</td>
<td>Off track</td>
<td></td>
<td>On track → <strong>Increase the ambition of targets</strong> to meet SDGs.</td>
</tr>
<tr>
<td>Skills Development</td>
<td>Off track</td>
<td>Learning, personal empowerment, active citizenship and/or employability</td>
<td>Off track → <strong>Accelerate efforts</strong> to meet existing SP targets.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Institutionalization of gender-equitable skills</td>
<td>On track → <strong>Increase the ambition of targets</strong> to meet SDGs.</td>
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### Preliminary Findings

**Equitable Access to Education**
- More children are accessing education, but we are **off track** on education completion rate. Reduction of out-of-school children (OOSC) has stagnated.
- Gross enrolment rate to upper secondary education has stagnated since 2014. Gender gap has closed.

**Learning Outcomes**
- While many girls and boys are enrolled in school than ever before, many are **not learning the basics**.
- Given demographic pressure, SSA will have the highest number of children in learning poverty.

**Skills Development**
- World is **off track**.

### Recommendations

**Education Strategy 2019-2030** identifies 3 key transitions across learning pathway (years 5, 10 and 18), with focus on attendance and retention; structured pedagogies; learning assessments; and incentives and accountability.

**Equitable Access to Education**
- Ensure children aged 5 are **ready for school** in 35 priority countries, mostly in ESA, WCA, and SA.
- Accelerate early childhood education (ECE) focusing on quality.
- Enhance reach to the furthest behind, especially the poorest, girls, children with disabilities and children on the move.
- Use ECE and schools as platforms for child health & nutrition.
- Improve WASH at school programming (joint work between Education and WASH).

**Learning Outcomes**
- Ensure children aged 10 are **ready to succeed** at school in 74 priority countries mostly in ESA, WCA, SA, and ECA.
- Accelerate school completion rates at all levels, and **reduction of learning poverty** in priority countries so that children are able to read and do basic math.
- Enhance Menstrual Health and Hygiene through schools as platforms (joint efforts between Education, WASH and Gender).
- Engage more systematically with parents and communities to identify barriers, co-create solutions and improve social accountability within local education systems.

**Skills Development**
- Ensure adolescents aged 18 are **ready for life and work** including 25 GenU front runner countries.
Proposed Focus Countries
Education Strategy 2019-2030

- 5 year olds: Furthest behind on pre-primary attendance and quality
- 10 year olds: Furthest behind on access and learning
- 18 year olds: Generation Unlimited priority countries
Global Progress towards Eliminating Child Marriage

Child marriage has continued to decline around the world, but not at a rate sufficient for elimination by 2030

Percentage of women aged 20 to 24 years who were first married or in union before age 18, observed and projected

Source: UNICEF global databases, 2019, based on MICS, DHS and other nationally representative surveys.

Note: The scenario based on the observed decline assumes the progress made over the past 20 years will continue at the same rate. The scenario based on an acceleration assumes a doubling in the rate of reduction. For statistical purposes, “elimination” is defined as a prevalence of 1 per cent or lower.
Rapid progress is possible, as demonstrated by South Asia

Percentage of children under age five whose births are registered

Source: UNICEF global databases, 2019, based on MICS, DHS other nationally representative surveys and civil registration data.
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<tr>
<td><strong>Ending Violence against Children</strong></td>
<td>Off track</td>
<td>Physical punishment and sexual violence</td>
<td>Off track → <strong>Accelerate efforts</strong> and increase ambition of targets to end <em>Violence against Children</em> by focusing on prevention, social norms change, and case management.</td>
</tr>
<tr>
<td></td>
<td>On track</td>
<td>Parenting programmes, health and social workers, law enforcement services</td>
<td>On track</td>
</tr>
<tr>
<td><strong>Harmful Practices</strong></td>
<td>Off track</td>
<td></td>
<td>→ <strong>Increase the ambition of targets</strong> to meet SDGs.</td>
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<td></td>
<td>On track</td>
<td></td>
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<tr>
<td><strong>Access to Justice</strong></td>
<td>Off track</td>
<td>Justice</td>
<td>Off track → <strong>Accelerate efforts</strong> to meet existing SP targets.</td>
</tr>
<tr>
<td></td>
<td>On track</td>
<td>Birth registration</td>
<td>→ <strong>Accelerate efforts</strong> towards universal <em>birth registration</em>.</td>
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### Preliminary Findings

<table>
<thead>
<tr>
<th>Violence against Children (VAC)</th>
<th>Recommendations</th>
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<tbody>
<tr>
<td>• SDG and SP are <strong>off track</strong> on physical punishment, because it is hard to change attitudes. But <strong>on track</strong> in increasing reach of parenting programmes.</td>
<td>• Having gathered evidence of success, we will scale up parenting programmes and increase the SP target.</td>
</tr>
<tr>
<td>• SDG and SP are <strong>off track</strong> on sexual violence (lack of data).</td>
<td>• Scale up prevention; work with C4D for social norms change; and strengthen case management.</td>
</tr>
<tr>
<td><strong>Harmful Practices</strong></td>
<td>• Increase the ambition of SP targets, leverage global joint programmes and learn from data and evaluations to inform an expansion to new countries and help reach the SDGs (32 countries on FGM, 64 on CM).</td>
</tr>
<tr>
<td>• While the world is <strong>not on track</strong> towards eliminating FGM or CM by 2030, relevant SP outcomes are <strong>on track</strong>.</td>
<td></td>
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<tr>
<td>• FGM has become concentrated in smaller areas. Increasing disparities in CM by HH wealth, especially in LAC, WCA and ESA.</td>
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<tr>
<th>Access to Justice</th>
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<tbody>
<tr>
<td>• We are <strong>off track</strong> on legal aid.</td>
<td>• Engage in more rule of law partnerships in SDG framework, link to the social service workforce, and strengthen internal capacity building.</td>
</tr>
<tr>
<td>• Birth registration (BR) has continued to increase but <strong>not at a sufficient rate</strong> for universal registration by 2030. <strong>DRC, Nigeria, Pakistan, India and Ethiopia</strong> account for half of unregistered children. Little progress in ESA despite heavy investment.</td>
<td>• We will accelerate towards universal birth registration (BR), by re-centering our work around the new UN Legal Identity Agenda. A new multi-partner trust fund will support programming in <strong>13 priority countries</strong>.</td>
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</table>
Open defecation has continued to decline, but acceleration is required to achieve universal access to basic water and sanitation by 2030.

Percentage of population practising open defecation and using basic sanitation and water services, observed and projected, by UNICEF region.
Open defecation has continued to decline, but acceleration is required to achieve universal access to basic water and sanitation by 2030.

Percentage of population practising open defecation and using basic sanitation and water services, observed and projected, by UNICEF region.
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<td>Basic Water</td>
<td>Off track</td>
<td>On track</td>
<td>→ Increase the ambition of targets to meet SDGs.</td>
</tr>
<tr>
<td>Basic Sanitation</td>
<td>Off track</td>
<td>Off track</td>
<td>→ Accelerate focus and programmatic efforts to end open defecation and increase the ambition of targets.</td>
</tr>
<tr>
<td>Disaster Risk Reduction</td>
<td>Off track</td>
<td>On track</td>
<td>→ Increase the ambition of targets to meet SDGs.</td>
</tr>
<tr>
<td>Climate and Environment</td>
<td>Off track</td>
<td>On track</td>
<td>→ Increase the ambition of targets to meet SDGs and integrate climate related solutions in programming and operations.</td>
</tr>
<tr>
<td>Urban Settings for Children</td>
<td>Lack of data</td>
<td>On track</td>
<td>→ Increase the ambition of targets.</td>
</tr>
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</table>
Preliminary Findings

**Water, Sanitation, Hygiene**

- SDGs are **off track** on safely managed WASH services, while SP is generally **on track**. However, we are **lagging behind** in WASH in schools.
- **Dramatic acceleration** needed in **all regions** to reach universal access to WASH by 2030.

**Recommendations**

- Continue programmatic efforts for achieving ‘strategic shifts’ in 3 key areas, i.e.:
  - Ensuring Climate Resilience of all WASH Programmes
  - Advancing inclusive sanitation services through appropriate and sustainable solutions
  - WASH in protracted crisis - Humanitarian-Development-Peace Nexus
- Increase focus on **WASH systems strengthening**, community health systems, **market-based approaches** and **innovative financing** including mobilization of domestic resources.
- Particular attention to **fragile, high burden and conflict-affected countries**.
- Accelerate efforts in **WASH in schools and health-care facilities**.
- Investment cases on WASH in the humanitarian-development nexus and climate-resilient WASH, and contribution to peace building.
Preliminary Findings

Open Defecation

- SDG is on track due to huge progress in India, but hides regional, urban/rural and wealth disparities.
- Increasing need for high-level political commitments in left behind regions (ESA and WCA).

Recommendations

- Accelerate focus and programmatic efforts to end open defecation with particular focus on “Game Plan countries”.
- ESARO and WCARO will integrate open-defecation as part of their regional priorities.
Preliminary Findings

Disaster Risk Reduction
- SDG is off track.
- Provision of services in stable vs. fragile contexts is very unequal across Goal Area 4.

Climate and Environment
- Current global efforts are insufficient to reduce emissions to levels required to avoid the worst impacts of climate change and degrading environment.
- Climate change is affecting children now - increased financing for resilience and humanitarian critical

Urban Settings for Children
- Large intra-urban disparities: sometimes it is worse off to be urban poor than be rural poor.
- More people are living in slums, with 80% of growth attributed to 3 regions.

Recommendations
- Cohesive approach linking migration, climate, nexus, peacebuilding and urban work, especially in fragile contexts.
- Systematically integrate risk analysis and conflict analysis in programming.

- Engage, educate, empower young people.
- Integrate climate related solutions across sectors of work (e.g. DRR/renewable energy in health, WASH, education).
- Programing focus on climate resilience but also advocate for mitigation.
- Monitor and leverage green ODA.

- We need to focus efforts on collecting urban/rural disaggregated data to inform where our interventions are most needed.
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<tr>
<td><strong>Child Poverty</strong></td>
<td>On track</td>
<td>Support measurement &amp; update approaches.</td>
<td></td>
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<tr>
<td><strong>Social Protection</strong></td>
<td>Off track</td>
<td>Social Protection systems</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Off track: Shock responsive social protection</td>
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<td></td>
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<td>→ Target and baseline need to be revised.</td>
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<td></td>
<td></td>
<td>→ Increase organizational capacity.</td>
<td></td>
</tr>
<tr>
<td><strong>Adolescent Empowerment</strong></td>
<td>Limited data</td>
<td>On track</td>
<td>Increase the ambition of targets and accelerate programmatic efforts.</td>
</tr>
<tr>
<td><strong>Gender Equality</strong></td>
<td>On track</td>
<td>Accelerate programmatic efforts.</td>
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<tr>
<td><strong>Disability</strong></td>
<td>On track</td>
<td>Accelerate programmatic efforts.</td>
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Multi dimensional poverty measurement and investing children

Multidimensional child poverty in Burkina Faso

- In Burkina Faso, UNICEF evidence generated by multidimensional child poverty analysis informed the design of a child-sensitive social protection project which targets households with high incidence of multidimensional child poverty through integrated cash transfer programmes (WASH and multisectoral nutrition interventions).

Public Finance for Children in Zimbabwe:

- Financing of new universal primary education through progressive earmarked tax on 3rd party vehicle insurance
- Roadmap for budget reform, monitoring framework and Citizen’s Budget improve Budget Transparency Global Ranking (score increased from 22 to 55/100)
- Programme Based Budgeting implemented by 68 local governments (up from 14 in 2017)
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<thead>
<tr>
<th>Preliminary Findings</th>
<th>Recommendations</th>
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<tbody>
<tr>
<td><strong>Child Poverty</strong></td>
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<tr>
<td>• Child poverty <strong>highest</strong> in SSA where progress is outpaced by population growth.</td>
<td>• Strengthen CO efforts to include climate change mitigation and adaptation in <strong>poverty reduction strategies</strong>.</td>
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<tr>
<td>• Public finance is not only about equity but <strong>spending effectively</strong> and where it is needed the most.</td>
<td>• Accelerate work on social spending efficiency and effectiveness by building <strong>staff capacity and partnerships in public finance</strong>.</td>
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<td><strong>Social Protection</strong></td>
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<tr>
<td>• Social protection expenditure and coverage of children lowest in SSA and Asia.</td>
<td>• Accelerate action on <strong>shock-responsive and climate-sensitive social protection</strong> systems.</td>
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<tr>
<td>• We can measure the strength of social protection systems, but <strong>slow progress</strong> on building <strong>shock-responsive systems</strong>.</td>
<td>• Expand cash plus approach to magnify <strong>multisectoral impact</strong> of cash transfers.</td>
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<tr>
<td><strong>Adolescent Empowerment (participation domain)</strong></td>
<td>• Strengthen inclusive social protection systems (disability and gender).</td>
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<tr>
<td>• No data to measure outcomes of adolescent participation</td>
<td>• Strengthen measurement of adolescent participation-develop <strong>indicators/data collection</strong> modules</td>
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<tr>
<td>• Small scale programmatic interventions</td>
<td>• <strong>Scale up adolescent civic engagement</strong> by institutionalizing within systems at (sub)national authorities</td>
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<tr>
<td>• Challenge in resource mobilization for civic engagement: how to package with education or health or child protection?</td>
<td>• Engage with non-traditional partners (youth networks) to <strong>create space for young people</strong> engagement, especially the most marginalized</td>
</tr>
<tr>
<td>• Culture change &amp; capacity gaps-attitudes, skills and capacities across sectors</td>
<td>• Systematically <strong>integrate</strong> adolescent engagement across sectors – organizational capacity, resources</td>
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</table>
**Preliminary Findings**

### Gender Equality
- Need to consolidate and accelerate work on M&E frameworks to measure gender norms and assess their evolution.
- Political commitment worldwide but limited translation into practical changes.
- More UNICEF countries explicitly address gender discriminatory roles and practices but not all programmes are at-scale.

### Disability
- Data and evidence gap, but more countries are using module on child functioning.
- More countries are implementing disability-inclusive humanitarian action.
- Only 5-15% of children who need assistive devices have access.

### Recommendations
- Roll out inter-agency tools and increase capacity development for measurement, evidence and data generation on gender norms.
- Scale up programmes in development and humanitarian contexts.
- Mobilize flexible resources and partnerships for long term transformation in discriminatory gender norms, including with private sector to tackle gender stereotypes in marketing.
- Accelerate disability-inclusive programmatic efforts in both humanitarian and development contexts.
- Work with SD to accelerate access to assistive devices and technologies.
- Invest in frontline workers’ capacities to address stigma and build knowledge on disability across all sectors.
Cross-Cutting Areas and Strategies

Findings and Recommendations
UN Reform: Response and Recommendations

1. Strengthen alignment and programming towards SDGs through systematic partnerships, where feasible.

2. Mainstream SDG financing, including from private sector, across all areas of work.


4. Adequately reflect UNICEF’s accountabilities in relation to RCs/DCO and other UNDS entities at country, regional and global level.

5. Balance UNICEF’s brand and fundraising ability.

6. Realize efficiency gains made possible by UNDS reform, wherever possible.

7. Invest in staff and strengthen our ability to drive the reform at all levels.
Complex High-Threat Environments Evaluation

- The evaluation of the coverage and quality of the UNICEF humanitarian response in complex humanitarian emergencies (CHTE) proposed key recommendations for UNICEF to assess its organizational capacity to deliver principled, timely and quality results for children in humanitarian situations.

- The Humanitarian Review provides an overarching review of UNICEF Humanitarian action and makes key recommendations across the organization for improved humanitarian response.

- The new CCCs provide an updated mandatory Policy and Response Framework for UNICEF Humanitarian Action and are designed to better equip UNICEF to deliver principled, timely and quality results for children in humanitarian situations.

- The revision of the Emergency Procedures is conducted to ensure the timeliness, flexibility and effectiveness of UNICEF's humanitarian response.
Humanitarian Action: Findings and Actions (2)

Humanitarian Review: target completion June 2020

- Identify and make recommendations on the top 10 barriers to the delivery of principled, timely and quality humanitarian action: adapted human resources, access, AAP, partnership with international actors, localization, coherent advocacy, consistent LHD programming, donor conditionalities and use of innovation and technology in humanitarian response.

- 4 categories: complex emergencies, displacement crises, natural and climate related disasters and public health emergencies.

- Support Ongoing workstreams that contribute to improving the quality and principled nature of UNICEFs humanitarian action should be adequately resourced.

- Establish new workstreams to enable organizational adjustments to deliver a more principled and quality humanitarian response for children.

Revised CCCs: target release March 2020

- Set clear and measurable accountabilities for delivering, monitoring, auditing and evaluating response against commitments (minimum standards)

- Provide means of verification, monitoring and reporting for every programmatic and operational commitments (VISION)

- Are built to be used by every CO

- Provide measurable commitments on quality of humanitarian programmes, linking humanitarian and development (incl system strengthening)
Revised L2 & L3 emergency activation procedures: released May 2019

- Scale-up phase limited to 6 months (exceptionally 9 months)
- Sustain phase limited to 12 months
- GEC scale-up phase only; EMOPS Director during first 3 months then review

Emergency Procedures: target release June 2020

- Ensure the timeliness, flexibility and effectiveness of UNICEF's humanitarian response.
- These will replace the SSOPs and be applicable for all crises (L1, L2, L3)
- Synchronization with the Humanitarian Review and with the revised CCCs.

Linking Humanitarian and Development Review: target completion June 2020

- The review of the top 10 priority countries will take place in Q2 of 2020
Gender Equality: Insights from GAP Evaluation to inform MTR

1) Strengthen institutional ownership and accountability
   • **Continued leadership** at all levels of the organization to emphasise gender equality as a core programming principle in policies, guidance and in the workplace.
   • Strengthen **gender architecture and governance**: GAP Staffing Guidance; invest in gender sectoral expertise; strengthen GAP Steering Committee; matrix management & dedicated tasks team for priority results; “frontrunner” countries to champion gender equality results; external advisory council on gender equality for innovations and feedback.

2) Accelerate programmatic results and increase investment in key areas
   • Gender equality and girls’ empowerment in humanitarian action
   • **Gender financing and innovations** as accelerators
   • Improved documentation and learning on what works in gender mainstreaming in sectors
   • Positive gender norms change and socialization – learning from practice

3) Building an inspired, skilled workforce - innovations in capacity development and learning:
   • Leadership coaching, training and peer learning
   • All staff awareness raising and training through mandatory courses
   • **Specialized training** for sector professionals (GenderPro and beyond)
   • External partnerships with academia, think tanks, women’s rights organisations for knowledge exchange and joint learning

4) A forward-looking, field-focused Gender Team
   • Field-focused and human rights-based, outcome driven, forward-looking
   • Strategic thought partner and technical advisory
   • Evidence and learning “lab”
   • Monitoring and reporting on UNICEF progress to achieve gender equality targets
Gender Equality: Looking Ahead

Discussions and Reflections

• Need enhanced efforts to provide sex-disaggregated data to assess if and how our programmes affect boys and girls differently, examine problem areas and adjust interventions.

• More importance on addressing social norms, supporting country programming on positive gender norms and investing in data and measurement on social norms change.

• Strong gender-sensitive programmes will accelerate results.

• Focus on strengthening adolescent engagement in social and behavioral change, recognizing adolescents as key change agents in combatting gender inequality.

Areas for continued momentum

• Accelerated progress on declining child marriage rates
• Continued progress on addressing GBV, including in emergencies
• Positive gender social norms and socialisation
• Expand access to quality and dignified maternal care and menstrual hygiene and health
• Create a skilled GirlForce
• Disaggregated data monitoring and reporting

Areas for further acceleration

• HIV testing, counselling and treatment services for all children, adolescent girls, including teen mothers
• Coverage of the Human Papilloma Virus (HPV) global vaccination initiative needs to be stepped up
• Tackle the low disclosure rates among girls and boys who experience GBV
• Learning outcomes for adolescent girls, especially those not in school; and in skills development needs to be stepped up
Findings

• **Global Communication and Advocacy Strategy 2019-2021** (with focus on key shifts) needs to be implemented at all levels of UNICEF’s work.
• More countries transitioning to uMIC/HICs status, paired with universality of CRC and SDGs, make UNICEF’s role in advocacy even more critical. Acceleration of programmatic areas requires greater clarity on **global advocacy priorities**.
• **Internal communication** was recognized as a real game-changer in organizational culture and goals acceleration, requires major investment.
• Reaching the **target number of donors by 2021** will only succeed if there is clear focus and investment in the **supporter journey**. Not reaching that target might put at jeopardy the overall operation of UNICEF due to insufficient and/or inflexible funding.
• **UNICEF brand** is highly trusted but there are increased expectations from ‘brands’ to take authentic stands on challenging issues (bold voice).
• **Young people** have become increasingly active in advocacy, campaigning and other forms of civic action – need to scale up UNICEF’s approaches.
• The **Cause Framework** has the potential to further contribute to programme and fundraising outcomes.

Recommendations

• Accelerate implementation of GCAS 2019-2021 through upgrading UNICEF’s online and offline infrastructure/systems/platforms, investing in audience research/engagement and strengthening supporters’ journey.
• Support acceleration towards SP Goals and RR growth by reviewing UNICEF’s resources and capacities for advocacy, communication and fundraising at HQ level.
• Clarify and realign accountabilities and resources for key UNICEF publications.
• Invest in Advocacy and Communication capacity building.
• Ensure global advocacy priorities are periodically reviewed and implemented across the organization.
• Make Internal Communication a whole-of-UNICEF priority and resource it adequately as key area of Culture Change Management Response Plan.
• Seize UNICEF@75 as an opportunity to promote UNICEF brand. Invest in it also to increase RR.
• Scale up and adequately resource UNICEF’s approaches to meaningful and integrated engagement with young people.
• Review and optimize UNICEF’s campaigning efforts.
Recommendations

- **Accelerate RR mobilization from** public and private, including stronger case for RR and thematic funding with all donor partners and engaging supporters to become donors. This includes integrated market approach to communication, brand positioning, public and private fundraising in the top 10 markets.
- **Prioritize and focus:** prioritize funding asks for partners with **RR as top priority** (instead of project-based funding), critical for accelerating progress towards SP results.
- **Increase investment in maintaining current level of trust and support with existing top partners**, focused on **risk management**.
- **Build capacity and produce evidence for leveraging efforts for results at scale**.
- **Improve systems and analytics.** Evidence generation and more accurate forecasting for decision-making and course correction requires more sophisticated systems and analytics.

Fundraising and Partnerships

- The biggest challenge for this change strategy is growing RR and other flexible and less earmarked funding.
- Despite Member State commitments to quality funding (the Grand Bargain and Funding Compact), meaningful gains in this area have yet to be seen.
- Increased conditionalities and partner demand for oversight and due diligence demanding more resources for risk mitigation.
- Lack of evidence of linkages between resources and results.
- Need to strengthen internal UNICEF capacity for leveraging domestic resources, which is becoming a key strategy especially in MIC/HICs.
Findings

• Business increasingly see themselves as change agents to contribute to SDGs.
• Growing privatization of social service delivery.
• Maximizing the power of business and markets for children, has gained significant momentum over the last two years with a significant shift in recognition by country offices and regional office of the critical role of business to deliver on the SDGs and results for children.
• PFP-PD-SD Business for Results (B4R) initiative has identified specific priorities per Goal Area.
• Need for staff to analyze business operational environment and impact on children.
• Need to balance desire for quick wins with ambition to maximize returns for children, considering long timeframe for shaping markets and scaling products.

Recommendations

• Need to continue to mainstream business into all parts of UNICEF’s work across regions and Divisions as a fundamental stakeholder in the delivery of results for children.
• Delivering on this agenda will require resources, and it is expected that Divisions, regional and country offices will start to invest in this as an integral part of delivering on country programmes and regional priorities.
• Need to balance desire for quick wins with ambition to maximize returns for children.
• As most market opportunities have been reaped (e.g. vaccines), annual aggregate savings expected to decline by 2021.
• Efforts must start now to secure new savings and drive new products for children, as timeframes for shaping markets and to scaling products are long. This implies highest impact interventions/outcomes will not materialize within current SP.
Findings with Systemic Implications

Data

• Data in data.unicef.org (just like data in NSOs) is not readily accessible by decision-makers
• Increased demand for “instant data” and more disaggregated data for decision-making, and expectation that Big Data can fill this need
• SDGs brought generally increased demand for data, without clear resources to build capacity to collect and analyse it at country level – capacity needed in UNICEF COs and (through them) in Government
• New data sources are needed (especially in humanitarian situations), but bring new dangers to children of misuse of data

Recommendations

Right data at the right time
• Increasing accessibility of data and data savvy
• Increasing speed of data / insights, including use of predictive analytics, to inform decision-making

Reinforcing field monitoring function
• Monitoring for policy planning / accountability
• Monitoring programmatically with expertise from global monitoring function

Global data governance
• Safeguarding children’s data
• Building national data capacity (rather than global monitoring) - especially in administrative data systems and humanitarian / fragile situations
Innovation

Findings

• Placeholder

Recommendations

• Placeholder
Thank you.