

**Annual report and report
on in-depth review of the
MTSP:
Summary of key findings
and Ways Forward**

**Pre-session of the UNICEF Executive Board
20 May 2010**

unite for
children

unicef 

Finding: Mixed progress towards the MDGs

- Some MDG indicators “on track”, others are *lagging*
- Some countries and regions advancing faster towards MDGs than others
- Many children and families remain *disadvantaged and facing exclusion*, based on different factors (e.g. gender, location, ethnicity, disability, displacement)
- Among UNICEF offices, varying effectiveness in contributing to progress and need to more clearly *demonstrate value-added* to national results.

Ways forward: Enhance UNICEF's contribution and value added to the MDGs/MD through:

- Promoting the “*child face*” of the MDGs, and a “*whole child*” approach, across all Goals and sectors
- Continued emphasis on “*high burden*” countries
- Intensified focus on reaching *children in greatest need*, using human rights-based approaches & lessons learned
- *Acceleration* to reach 2015 Goals, working especially with *poorest communities*, both urban and rural

- Wherever needed, focus on *girls*, addressing reasons for exclusion and empowering community-led solutions
- Greater focus on “*lagging*” *programmatic areas* – maternal and newborn health, sanitation, nutrition
- Promoting the *most appropriate mixes* of high impact and community-based interventions
- More effective upstream contributions to *national capacities and policies* for basic service delivery and protection of children

- Intensify the generation and use of *disaggregated data* on children - including analysis of inequalities and its causes
- Better use of *UNICEF's convening abilities* to forge partnerships for children's rights
- Better demonstration of the *results* of UN and other partnerships & clear *attribution* of UNICEF contributions.

***Based on UNICEF roles and comparative advantages:
systematically promote acceleration and equity in
MDG Outcomes.***

Finding: Progress towards MDGs is fragile in certain contexts

Many countries that have made the least progress are crisis-affected

Way forward: Enhance support to vulnerable and crisis-affected families and communities through:

- Increased emphasis on disaster risk reduction
- Strengthened support to humanitarian action (preparedness, response and early recovery) including as a Cluster lead
- Strengthened strategies for recovery and fragile situations

Finding: Focusing on individual Child Protection issues risks diluting a more systemic approach

Ways forward:

- Forge and strengthen innovative partnerships for reaching the most affected children
- Strengthen the adoption of a national systems approach - including policy, legal systems, data
- Support capacity development and social mobilization to build “protective environment”

Finding: UNICEF's policy engagement and support is broadening at all levels

Ways forward: enhanced contributions to pro-child, gendered national Policy Development

- continue to engage in policy dialogue via evidence-based advocacy in all key sectors
- help countries to improve the child focus of macro-economic and social policies
- support national capacities to cost and implement policies and break bottlenecks to reach MDGs.

Finding: Governance effectiveness is critical to accelerating progress for children and women

Ways forward: Enhance contributions to national governance for children's and women's rights

- develop a more consistent UNICEF approach
- support national partners to develop child-related laws, policies and programmes, based on CRC and CEDAW standards
- support approaches to enable young peoples' participation in decisions that affect them ... and that empower community-led solutions

Finding: UNICEF's support to national capacity development for children and women needs to be more systematic

Way forwards: enhanced approach to capacity development

- strengthen capacities of key institutions for children and women
- building on the UN Development Group common approach, adopt a systematic approach to capacity development, based on a human rights perspective
- support to strengthening national and local planning and monitoring for basic services and child protection

Finding: systems to support the wide range of UNICEF partnerships at various levels need to be more flexible, strategic

Ways forward:

- advance UN coherence agenda and implementation of TCPR decisions
- ensure effective implementation of the new, more flexible tools for partnerships with CSOs
- better convene and work with partners to test and use new technologies (supplies, communication, IT) to increase impact and reach the most neglected.

Finding: Importance of continued strengthening of systems for management efficiency

- **Human resources:** recruitment timelines improving, staff competencies for the refocused agenda
- **Finance and Administration:** need for further simplified procedures, greater UN coherence
- **Supply:** further improve supply-programme interface, continue innovative approaches
- **Business practices** need further harmonization for UN coherence; HACT not fully implemented
- **Information, Communication Technology Management:** continue to enhance systems for operational efficiency and performance management

Ways forward: Intensified emphasis on management efficiency

- **Human Resources:** rollout of e-recruitment, E-PAS; focused initiatives including LDI and NETI
- **Finance and administration:** rollout of simplified procedures (partnerships, contracts review, travel); harmonization of financial regulations ahead of implementation of IPSAS
- **Supply:** improved capacity for supply chain management and in-country logistics
- **Business Practices:** Implement recommendations of the joint HLCM/UNDG mission, building on the lessons from the UN-DAO pilots
- **Information, Communication Technology management:** review and simplification of business processes ahead of "One ERP"; introduction of on-line organizational performance management reporting
- **Risk management:** rollout of training for enterprise risk management.