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
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.