

Findings and conclusions from the End of Cycle Review of the MTSP



**Informal session of the UNICEF Executive Board
26th November, 2012**

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Relevant Executive Board decisions

Decision 2010/6

O.P. 8. Looks forward to a discussion on the end-of-cycle review of the extended MTSP and the process of planning the next MTSP at the first regular session in 2012

Decision 2009/5

O.P. 2. Requests UNICEF to prepare its next strategic plan, to start in 2014, taking into account the recommendations of the comprehensive policy review that will be held in 2012 and the end-of-cycle review of the current MTSP.

Review of MTSP

Key sources of information

- Thematic Reviews of Results and Lessons Learned:
 - FA 1 : September, 2011
 - FA 2 : January, 2011
 - FA 3 : February, 2012
 - FA 4 : June, 2011
 - FA 5 : June 2012
 - Humanitarian : September 2012
- Strategic review of Partnerships and Collaborative relationships – September 2012
- Harnessing knowledge to achieve results for children – February 2012

Review of MTSP

Key sources of information

- Major evaluations including ECD (2011), Violence against children (2012), Human rights based approach to programming (2012).....
- Country office surveys
- Partnerships surveys (PFP)
- MOPAN survey
- Member states survey
- National Committees survey
- Strategic reflections on results achieved, constraints, lessons learned and recommendations for future

Some overarching themes

- UNICEF role as a global advocate for children;
- UNICEF as a leader in data collection and analysis;
- Addressing equity and human rights;
- Focus on marginalized and most vulnerable
- Imperative of integration;
- Lifecycle approach;
- Balance short-term and long term gains
- Imperative of whole agency approach
- Doing more with less

Some overarching themes

- Significance of Social protection
- Role in policy advocacy and partnerships
- Importance of Disaster risk reduction
- Need to build resilience in all sectoral work
- Respond to urbanization and climate change
- Embracing south-south cooperation
- Capturing innovation and opportunities

End of Cycle Review: FA1 – YCSD

Progress:

- coverage of key interventions increased; e.g. vitamin A, bed net distribution, immunization
- growing partnerships - leveraged for scale
- sustained advocacy raised profile of nutrition globally
- significant contribution to extended water supply and expansion of new approaches to sanitation

Lesson learned:

- 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

Future:

- accelerate on unfinished business: more attention to newborn; stunting; sanitation
- strengthen “demand”: community participation, gender empowerment, address financial barriers
- support countries to focus, invest, go to scale, monitor under e.g. “A Promise Renewed”, SUN, SWA for All

To discuss:

- role of UNICEF in NCDs, maternal mortality and climate change
- benefits of joint results between various sectors (e.g. cholera, nutrition)

End of Cycle Review: FA 2 – Education

Progress:

- expansion of participatory teaching methods enhanced school readiness , beginner literacy and mathematic skills
- school as entry point for multiple interventions (ECD, CFE , WASH) effectively demonstrated
- emphasis on girls education increased gender parity in primary education
- gender reviews and sector assessments have become more common but are uneven across sectors and regions

Lesson learned:

- stronger attention to quality of education needed
- have to address demand side : financial barriers, discrimination
- early learning: a leadership area for UNICEF

Future:

- balance access with quality of education
- leverage Global Partnership for Education for equity focus and scale
- develop relevant gender-based results and indicators in programme sectors
- increase access to education in fragile contexts

To discuss:

- role in post-basic education
- global indicators for the quality of education

End of Cycle Review: FA3 – HIV/AIDS

Progress:

- progress on ARV treatment and reducing PMTCT
- partnerships were strengthened and children have become a priority in HIV/AIDS
- link with social protection has grown; moving from AIDS-focused to AIDS-sensitive

Lesson learned:

- 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

Future:

- greater focus on 6 proven interventions plus on enabling factors
- programmes to be planned with other sectors not just vertically
- focus prevention on age group 10-18

To discuss:

- approach to prevention with adolescents

End of Cycle Review: FA4 – Child Protection

Progress:

- **>100 states building up protection systems**
- **alternative care policies established in many countries**
- **birth registration gained momentum**
- **more data available and greater awareness on child protection**
- **well-documented social norms work, e.g. on FGM/C**

Lesson learned:

- **need documented evidence of what works**
- **link with other sectors to achieve sustainable impact**
- **role of child protection in emergencies is growing**
- **need for greater capacity and funding for monitoring child rights violations in armed conflict**

Future:

- **prioritize areas of intervention (e.g. violence)**
- **strengthen capacities of families to care for and protect children**
- **stronger attention to social norms and C4D**
- **expand access to equitable and fair justice mechanisms**

To discuss:

- **position child protection on the international development agenda and elaborate global goals and indicators**

End of Cycle Review: FA5 – Policy Advocacy and Partnerships

Progress:

- major advances in data, evidence and analysis
- support to CRC/CEDAW ensured better quality of Treaty Body reports
- global child-sensitive social protection framework was established and increasing numbers of social protection schemes reach previously unreached children
- engagement with national development plans/budgets leveraged large resources for children

Lessons learned:

- multiple deprivation analysis calls for coordinated multi-sector approach and addressing underlying causes of poverty and exclusion
- ability to leverage resources dependent on quality of evidence and analysis

Future:

- ensure investments in data collection and monitoring
- maintain capacity for analysis/advocacy in socio-economic policies

To discuss:

- explicit links between sector-programmes and social and economic policies /child budgeting / poverty analysis
- invigorate public advocacy role of UNICEF

End of Cycle Review: Humanitarian Action

Progress:

- increase of humanitarian response from 245 deployments (2006) to 618 (2011)
- humanitarian policies/procedures more efficient through standardization and simplification
- expanded standby partnerships allowing for faster response
- knowledge and understanding around the cluster approach improved

Lesson learned:

- capacity to respond effectively required changes in internal systems
- staff training and measures on the delivery of humanitarian assistance in high risk environments were important to access populations in need and increase safety of staff and assets
- integrated programming approaches and flexible funding are needed to achieve sustainable impact

Future:

- more simplification of procedures should be considered
- emergency and development programming needs to be better integrated
- continuing support to the implementation of the IASC Transformative Agenda

To discuss:

- resilience strategy for UNICEF

Mainstreaming Normative Principles

Human rights based approach to cooperation

Good progress noted around support to countries on legal reforms and engagement with human rights mechanisms (2012 evaluation)

- Lack of consistency in application of human rights principles (e.g. non-discrimination) – a fundamental requirement as UNICEF strengthens its equity focus
- Major challenge in collecting data and analysing them with respect to sub-population groups.

Gender equality and Mainstreaming

- Good progress in collection, analysis and use of data by sexes;
- 3 year strategic plan being implemented with clear benchmarks and milestones;
- Gender marker to track financial expenditure introduced as part of results based plans in country offices;
- Further capacity of UNICEF offices needed.

Environmental sustainability

- MTR in 2008 suggested greater attention needed to integrate climate change adaptation across all focus areas;
- Education and WASH programmes have done so to varying degrees;
- Guidance on integrating environment sustainability while updated, still needs progress and attention in practice;
- Systematic integration of Env. Sustainability and disaster risk reduction, still needed.

Performance of critical areas

Indicator	2005	2006	2007	2008	2009	2010	2011
Per cent of allocated regular resources expended	93	93	97	93	94	96	97
Management, administration and programme support as a percentage of total regular and other resources expenditure	15.3	14.3	14.1	13.0	14.1	12.1	13.2
Per cent of outstanding direct cash transfer to partners for more than 9 months	3	2	1	0.9	0.9	1.3	1.38
Per cent of recruitment actions completed for established international professional positions within 90 days	17	44	33	25	43	41	48
Per cent of requests for surge capacity responded within 56 days	—	—	65	74	77	90	81
Per cent of women staff at P5 and above levels globally	36	36	40	42	42	42	43

Supply and Procurement expenditure

(in millions of US Dollars)

	Programme assistance	Value of supply assistance		Procurement service
		[\$]	% (of supply)	
2006	2 118.6	649	30.6	688
2007	2 517.0	721	28.6	688
2008	2 808.3	664	23.6	694
2009	2 943.2	763	25.9	1 031
2010	3 355.0	756	22.5	870
2011	3 471.0	649	18.7	1 155
2006-2011	17 213.1	4 202	24.4	5 126

Programme expenditures during MTSP

(in million US dollars)

	Regular resources	Other resources		Total
		Regular	Emergency	
2006	533.2	913.3	672.3	2 118.8
2007	743.4	1 080.5	693.0	2 516.9
2008	746.5	1 315.6	746.3	2 808.4
2009	769.0	1 478.0	696.4	2 943.4
2010	797.0	1 653.0	905.0	3 355.0
2011	790.0	1 683.0	999.0	3 472.0
2006-2011	4 379.1	8 123.4	4 712.0	17 214.5

Programme assistance by Focus areas

(in million US dollars)

Focus area	Regular resources		OR-R	OR-E	Other resources (OR-R + OR-E)		Total	
	[\$]	%	[\$]	[\$]	[\$]	%	[\$]	%
FA1: Young child survival and development	1881.0	43.0	3870.5	2984.3	6854.8	53.4	8735.8	50.8
FA2: Basic education and gender equality	665.1	15.2	2054.1	886.6	2940.7	22.9	3605.8	20.9
FA3: HIV/AIDS and children	296.3	6.8	649.1	52.0	701.1	5.5	997.4	5.8
FA4: Child protection	465.2	10.6	880.2	456.5	1336.7	10.4	1801.9	10.5
FA5: Policy advocacy	944.3	21.6	595.9	270.8	866.7	6.8	1811.0	10.5
Others	127.2	2.9	73.6	61.8	135.4	1.0	262.6	1.5
Total	4 379.1	100	8 123.4	4 712.0	12 835.4	100	17 214.5	100

Summary of Findings

Coverage of key interventions in all sectors increased (rate and scale varied); challenges in areas that require system strengthening and integrated approaches

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

Conclusions on the way forward

- 1. Continuity: Scale-up what works; 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. Emerging issues: mainstream climate change, disaster risk reduction, urbanization into sector results and strategies**
- 5. Conflict and fragility: develop innovative programming, e.g. risk informed SitANs and resilience -building**
- 6. Human rights and gender equality: better integration into sector results and approaches; strengthen work with Treaty Bodies**
- 7. Programme strategies : update definitions of capacity development and service delivery**
- 8. Research and innovations : promote and use research and innovations for equity-programming**



Thank you for your attention