The changing environment & lessons learned 2014 - 2015

Member State workshop on the
Mid-Term Review of the UNICEF Strategic Plan

Jeffrey O’Malley, Director, Division of Data, Research & Policy
Ted Chaiban, Director, Programme Division

5 February 2016
Outline

1. Introduction
2. The global context
3. Emerging evidence on what works for children
4. Emerging evidence on UNICEF implementation strategies
5. Other lessons from the Strategic Plan so far
6. The way forward
1. Introduction
Realizing the rights of every child, especially the most disadvantaged

UNICEF Strategic Plan 2014-2017

1 HEALTH
2 HIV & AIDS
3 WASH
4 NUTRITION
5 EDUCATION
6 CHILD PROTECTION
7 SOCIAL INCLUSION
Lessons Learned Review

Objectives:

- Support results reporting and analysis for the Mid-Term Review
- Provide recommendations for the remainder of the Strategic Plan
- Contribute to preparations for the Strategic Plan 2018-2021

Documenting updates and lessons learned – about:

- Relevant changes in the global context
- What works, or does not work, in achieving results for children
- Role of the Strategic Plan in guiding the work of UNICEF
Key information sources include:

- Evaluation reports
- Research and studies
- Reporting by Country Offices, Regional Offices and Headquarters
- Outcomes of internal discussions and retreats
- Interviews at Headquarters and regional levels
2. The Global Context
A changing world

- Number and scale of humanitarian crises
- Internal displacement, refugee flows and other migration
- The impact of climate change on vulnerable children
- Ebola, Zika, what’s next?
- Slowing growth, particularly in some key emerging economies
- Rapid increase in awareness of inequalities
- Advances in technology and telecommunications
- New forms of connectivity and mobility
- More global partnerships and new development actors
Global policy context

- Awareness of linkages and need for integration
- Innovations and diversification in development/humanitarian worlds – e.g. peer-to-peer development assistance, private sector actors, Islamic finance, global partnerships
- Strong new emphasis on universality
- Strong focus on results and value for money continues
- Rapidly changing financing environment with more dependence on domestic resources
The New Agendas and Children

Promises to deliver for children
Children & youth as part of the solution!

► Sendai Framework
► Financing for Development
► Sustainable Development Goals
► COP21/Paris Agreement
► World Humanitarian Summit (May 2016)
As an integrated agenda for sustainable development, the SDGs as a whole are highly relevant for children.

More specifically, 169 SDG targets have been identified as particularly relevant for UNICEF’s programming and policy work.

- About 30% of targets are considered highly relevant.
- About 30% are considered somewhat relevant.
- About 40% are considered less immediately relevant.
Some key opportunities

- **Investing in Children** - momentum for investment in children as a driver across the four dimensions of the agenda

- **Equity** - reducing inequalities, with specific focus on gender inequality as well as “leaving no one behind” and the universal agenda

- **Participation** - building on success to boost citizen ownership & participation of children and young people in implementation, and in monitoring and accountability

- **Strategic Partnerships** – multi-stakeholder partnerships and movements are key to the implementation of SDGs, and the new landscape of partnership is needed for the benefit of children

- **Universality** – opportunities to address inequalities in all countries, to broaden peer-to-peer learning beyond South-South, to address cross-border and global issues
3. Emerging evidence on what works for children
Outcome 1. Health: Steady progress in reducing child mortality rates, but newborn deaths still a challenge

A) Under-five mortality rate

B) Under-five deaths

Source: UN Inter-agency Group for Child Mortality Estimation (UN IGME) 2015
Evaluation evidence from a 5-year, multi-country programme for delivery of proven, high impact and low cost maternal, newborn and child health and nutrition interventions demonstrates the overall effectiveness and sustainability of training and deploying community health workers (CHWs) for delivery of services, through the health system strengthening approach.

Key success factors confirmed by the evaluation include alignment with government policies, building on existing delivery systems, targeting distinct building blocks of the health system, and planning for scale.

Specific attention is required to demand creation, social mobilization and ensuring the availability of adequate supplies.

Intersectoral efforts are required to ensure gender equity among CHWs, including specific policies to prioritize women, supported by actions for education and economic empowerment.
Outcome 2. HIV and AIDS: Decrease in new HIV infections, but more AIDS deaths in adolescents

- 43% decrease in the number of new HIV infections among children (21 global plan priority countries).
- 7 out of 10 pregnant women living with HIV received medicine to prevent mother-to-child transmission.
- But...AIDS deaths rising among adolescents (10-19 years).
Epidemiological evidence shows that new infections are now mainly in adolescent key populations.

Advances in testing and ARV treatment of pregnant women have changed the face of the epidemic, with the prospect of effective prevention of mother-to-child transmission (PMTCT).

Increasing programme experience demonstrates the potential for lifelong treatment of infected women and children, but further coverage gains are required.

Substantial further efforts are required in adolescent HIV programming.

There is increasingly promising experience of models to reshape the programming of UNICEF and all partners for multisectoral, integrated approaches.
Outcome 3. Water and Sanitation: MDG drinking water target met, but sanitation is still off track

Meeting MDG drinking-water target demonstrates that setting international goals and targets can drive change

<table>
<thead>
<tr>
<th>Year</th>
<th>Improved Sources</th>
<th>Unimproved Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>1995</td>
<td>79%</td>
<td>21%</td>
</tr>
<tr>
<td>2000</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>2005</td>
<td>86%</td>
<td>14%</td>
</tr>
<tr>
<td>2010</td>
<td>89%</td>
<td>11%</td>
</tr>
<tr>
<td>2015</td>
<td>92%</td>
<td>8%</td>
</tr>
</tbody>
</table>

MDG target on sanitation is still seriously off-track

- Over 2 billion have gained access since 1990 but...
- Over 748 million have not been reached
- 2.5 billion lack access to an improved toilet
- 1.0 billion practice OD (14% total population)
Much progress on providing basic drinking water but we have learned that intensified efforts are required for improving water quality, sustainability of services and accessibility.

Focus on behavior change on sanitation has achieved tangible results in reducing open defecation. Locally tailored approaches involving local markets and the private sector are required for sustaining changes and further scaling up.

There is now further evidence that WASH interventions can have a significant impact on stunting. Lessons must be identified from programming models that combine WASH and nutrition interventions.

Interventions for Menstrual Hygiene Management support governments to prioritize interventions in this area using schools as an entry point for supporting adolescent girls.

There is strong evidence that significant progress in drinking water and sanitation requires fundamental policy changes, increased budgets and system strengthening in many countries.
Outcome 4. Nutrition: Decline in stunting, but one in four children are still stunted worldwide

Percentage of children under 5 who are stunted in 1990, 2000 and 2013

As shown by new data from 6 countries, significant reduction in stunting prevalence, through a mix of nutrition-specific and nutrition sensitive interventions and system strengthening, is possible at scale in a relatively short period of time (1 to 2 percentage points per year).

Breastfeeding is even more important than previously thought, and evidence shows that rates can also be improved drastically in 2 to 3 years using knowledge and behavior change strategies targeted at care givers as well as health professionals in combination with regulation of marketing breastmilk substitutes.

Continuously improved technical and programming knowledge has provided a basis for strengthened delivery strategies for vitamin A.

Programmes to treat Severe Acute Malnutrition can be scaled up rapidly, also in difficult situations, but greater inclusion in health systems and policies is required for sustainability.
Outcome 5. Education: Improved access but still millions of out-of-school children and adolescents

Still 58 million primary school-age out of school children and 63 million lower secondary school-age out of school
As we work to improve learning achievement, as highlighted in the Strategic Plan, increased awareness of the need for better measurement systems and the use of evidence to guide educational policies and standards.

Emerging evidence that addressing equity drivers – related to poverty, location, gender and other factors – promotes both school attendance and successful learning outcomes.

Focus is required on the transition to secondary education, as children who leave school usually do so before the secondary level. There is increasing evidence on alternative strategies to meet the needs of out-of-school children.

Education in emergencies and fragile states is a key investment to avoid a ‘lost generation’. There is increasing experience in the use of educational strategies to promote peacebuilding.
While the prevalence and widespread nature of violence against children (VAC) has been understood for some time, evidence is now clear on the high rates of physical, sexual and mental VAC in virtually all countries for which there is data.

A turning point in the global and national efforts is the recognition that VAC is not natural or inevitable, and that its prevalence can be substantially reduced through advocacy and action.

Multiple strategies are required to effectively prevent and respond to VAC: support to parents, caregivers and families; helping children and adolescents manage risks; changing attitudes and social norms; promoting support services; strengthening laws and policies, and building further evidence for policy advocacy and programming.

Interventions to address VAC must be tailored to different socio-economic and cultural contexts, including in conflict situations.
Outcome 7. Social Inclusion: MDG of halving extreme poverty achieved, but child poverty remains high

World’s Extreme Poverty

<table>
<thead>
<tr>
<th>Year</th>
<th>% Extreme Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>43%</td>
</tr>
<tr>
<td>2010</td>
<td>21%</td>
</tr>
</tbody>
</table>

% of extremely poor that are children

- 47%
There is now strong, multi-country evidence that cash transfers generate multiple positive outcomes in financial, social and psychological terms for families and communities, and that they promote equity.

There is increasing evidence that the combination of cash with other, complementary (“Cash Plus”) interventions, such as social service extension, insurance or market enhancements, generate even greater benefits.

Cash transfers can work in virtually all contexts, with appropriate modifications and implementation design.

Cash assistance, in combination with other services, has been shown to promote rapid and flexible response in humanitarian settings.

Models are being explored to link integrated social protection systems, with components of cash, services and other social support, with child protection systems.
Support by UNICEF has contributed to effective response to multiple and simultaneous chronic, complex humanitarian situations, which have imposed strains on the capacity of the global system.

Simplified standard operating procedures promote more effective and efficient humanitarian response, through (a) improved rapid response mechanisms, (b) adapted administrative procedures and (c) strengthened monitoring and reporting systems.

Humanitarian cluster coordination continues to be an important contribution by UNICEF towards effective response by all actors.

There is promising experience in promoting humanitarian-development linkages, through support to disaster risk reduction and building community resilience, and to peacebuilding and other transitional initiatives in all sectors.

Pilot experience and research evidence demonstrates that the education sector is able to contribute to conflict reduction and prevention, doing so most effectively when interventions are designed multisectorally.
Progress toward gender results requires a focused approach, as in areas such as child marriage and WASH, through identifying practical options with prioritizing sector-specific measures and programmatic approaches.

Further attention is required, in the SDG context, to advance gender priorities in health system strengthening, WASH and adolescent health, especially with regard to women’s and girls’ right to dignity and quality in basic services such as menstrual hygiene management and maternal care.

A major challenge lies in the delivery of services and investments for adolescent girls at scale, requiring a shift in focus to delivery platforms, and strengthening local and national systems to meet girls’ specific needs for services, products and opportunities.

The quality of gender results is more important than quantity, requiring prioritization as well as review and refinement of indicators, tracking and reporting processes to assess how commitments translate into implementation.
4. Emerging evidence on UNICEF implementation strategies
Implementation strategies overall

- Strategic Plan outlines seven ‘implementation strategies’:
  - Capacity development
  - Evidence generation, policy dialogue & advocacy
  - Partnerships
  - South-South
  - Innovation
  - Integration and cross-sectoral linkages
  - Service delivery

- Conceptually “apples and oranges” – e.g. partnerships are used in doing the others

- Easy to measure whether a country office is using a strategy but often hard to assess the quality of implementation

- Should be reconsidered
Capacity development

- A focus on systems and capacity development in C4D yielding important payoffs, including in polio, community approach to total sanitation, breastfeeding
- Increased emphasis on supply related capacity development facilitating country ownership of procurement and more emphasis on innovation in supply
- Promising experiences in building more sustainable approaches to work in countries around the enabling environment - country adaptations of global campaigns; UNICEF support to child rights related movements; new engagement approaches with private sector and civil society
- Successes in country-level capacity development related to household surveys; need to transition to more emphasis on other forms of data collection and to data analysis and use
Evidence generation

- Growing demand from countries for UNICEF involvement in evidence generation, even in LDCs
- New UNICEF research findings – including on cash transfers, the determinants of violence and inequalities in rich countries – have been used to shape UNICEF programme and advocacy.
- Increased access to data and information in nearly all countries and the involvement of new actors raise the opportunity for new collaborative approaches and strategies for data collection, analysis and funding.
- Progress continues in systematic, real-time data on equity for use in situation analysis and programme monitoring but attention needed to quality and use.
Policy dialogue and advocacy now represents a principal programme strategy across sectors in all countries, building on its central role in middle- and upper middle-income contexts.

Increasing clarity and coherence in UNICEF country advocacy strategies but weak theories of change limit the ability to frame advocacy results and ‘tell the story’

Challenges to measuring the results of policy advocacy: long time frames, contribution/attribution issues
UNICEF is learning the power of participating in ‘platforms’ and/or establishing ‘platforms’ among multiple partners with complementary comparative advantages, as in “No Lost Generation”. Additional investments are required to better understand the landscape of potential partners in different settings.

The prominence of movements across the world, aided by social media, underscores the importance of social engagement, interaction, and organization and the need to move beyond traditional partnership models.

The experience of programme partnerships has been particularly productive:

- **Health**: Leaderships in H4+, PMNCH, IHP+, GPEI, RMNCH Steering committee, Global Financing Facility
- **WASH**: Sanitation and Water for All, 79 partners working in WASH in Schools
- **Nutrition**: 55 countries have committed to Scaling Up Nutrition
- **Education**: UN Girls Educations Initiative, Global Partnership for Education, Education in Emergency
- **Child Protection**: Global Partnership to End Violence Against Children
South-South & Horizontal Cooperation

- For Member States, “South-South Cooperation” is often managed through Foreign Affairs ministries and is usually understood as government to government relations.

- UNICEF can have useful modest role in “traditional” South-South but greater results for children are being achieved by taking a wider approach, internationally linking not just relevant ministries but academics, NGOs, private stakeholders and other actors.

- Effective South-South cooperation to improve results for children usually requires a mix of ‘political’ contacts and exchanges and more technical exchanges, as well as a mix of in-person visits or conferences and exchanges through tools such electronic knowledge exchange.
Leadership in the development and use of digital technologies have enabled significant expansion of the reach of advocacy, fundraising and engagement with young people.

Focused investment and cross-sectoral, cross-level attention to innovation has enabled rapid and significant progress in applying new technologies and reaching new constituencies.

Technical innovations in supplies for children as well as innovations in financing and procurement - in partnership with governments, other agencies and the private sector – appear to contribute significantly to programmatic results for children.

There are opportunities to more systematically consider when innovations are ready (or not) for scale-up or replication.
Cross-sectoral approaches are required to address the full range of children’s needs and rights, by age range – such as for ECD and adolescents – or to ensure that particular vulnerable groups – such as children with disability – are reached.

Clear articulation of cross-sectoral strategies and result frameworks, strengthens the quality and consistency of monitoring and reporting.

Different approaches are taken to support cross-sectoral priorities in different country contexts. Experience in country programme support for ECD offers models that may be relevant for application in other cross-cutting areas.

Further hard evidence is needed on the gains from synergies across sectors and the impacts of integrated programmes, including at decentralized levels, to support advocacy and fundraising.
While service delivery is most often used as an implementation strategy in humanitarian contexts, it is also important for UNICEF as part of research/learning/demonstration initiatives.

Effective humanitarian action requires strategies for social mobilization and community engagement based on community dialogue and working with opinion leaders, with senior level leadership and coordination.

The Ebola crisis and other emergencies, including the recent Zika outbreak, reaffirm UNICEF’s role and potential to continue leading in this area within the UN system, including for SDGs implementation. Additional investment is required to strengthen UNICEF resources and capacity to deliver in C4D.
5. Other lessons from the Strategic Plan so far
How the Strategic Plan has positioned UNICEF

The Strategic Plan has positioned UNICEF effectively in key areas:

- Promotion of equity
- Support to MDG acceleration & alignment with the SDGs
- As both a humanitarian and a development actor
- Universality - UNICEF’s engagement for children in all countries
- Visibility and accountability for new outcomes of nutrition, WASH and social inclusion
- Promoting innovation in programme design and delivery
- Active contributions to UN coherence
Evaluability Assessment (July 2015)

Overall assessment:

- The most coherent and technically sound plan to date
- Aligned with UNICEF’s mandate, international agreements and the SDGs
- Serves as an overarching framework for the organization
- Has a generally sound Theory of Change and assessment framework

Challenges to evaluability, including:

- Incomplete causal chains in the Theory of Change, especially outcome to impact
- Limitations in design and measurement of some indicators
- Difficulties to measure and assess progress in promoting equity and against crosscutting themes
- Limitations to identify resource requirements and track resource flows for achieving results.
Management efficiency and effectiveness

- The SP capitalized on E&E efforts that were underway prior to the Plan, that were subsequently pursued and expanded.

- UNICEF’s decentralized management has facilitated a wide range of E&E initiatives at country and regional levels.

- At global level, focus on ‘quick wins’ has yielded important visible efficiencies. A coordinated and iterative approach is required for interlinked initiatives.

- The corporate E-Tools initiative, a bottom-up, collaborative mobile platform, holds the potential to transform UNICEF’s field management processes.

- Advances in results-based budgeting are challenged by UNICEF’s financing modalities, including the difficulty to predict RR and OR earmarking.
UN Coherence

- UNICEF is able to contribute significantly to the work of the UN system through its global engagement in strategic processes, such as for the SDGs, and through active participation in joint programming with other agencies in many countries, with a large number of useful models.

- In the framework of QCPR recommendations, the Delivering as One SOPs have proven to be a powerful and flexible tool for advancing UN coherence according to country context. Delivering as One approaches have been progressively adapted to the situation and needs of specific countries, with strong UNICEF engagement.

- UNICEF makes a major contribution to One UN voice and advocacy through its leadership and technical capacity in communication.

- Operational efficiencies are being achieved through common services and shared contracting, involving an estimated 80% of UN country teams.
6. The Way Forward
“Unfinished business” for children - especially in high burden countries, e.g. sanitation, stunting, neo-natal mortality

Some areas that need accelerated efforts to achieve progress, e.g. social protection, early childhood, gender, violence

Areas of new (or renewed) emphasis for UNICEF to deliver the 2030 agenda for children:

- Climate change
- Migration
- Urbanization
- Youth
Strategic “levers” for UNICEF’s work

- Strengthened nexus between humanitarian and development approaches
- ‘Fit for results’ for a universal agenda
- Continued efforts to balance sectoral work with cross-sectoral / integrated approaches
- Focus on governance and accountability for children’s rights
- Data & evidence to inform policies and programmes
Next steps

- March 2016 – Completion of Mid-Term Review
- May 2016 – MTR Report and CRP available, for discussion at Annual Session
- June 2016 – MTR deliberations and decision, to shape 2016/17 adjustments
- From September 2016 – Development of Strategic Plan 2018-2021
THANK YOU