

End of Cycle Review and Outline of MTSP 2014-2017

Presentation at an Informal Consultation with the Executive Board

18 January 2013

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Summary of the Conclusions of the End-of-Cycle Review

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Summary of Conclusions of End-of-Cycle Review

- 1. Continuity: Scale-up proven interventions; 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. Growing challenges/issues: mainstream climate change, disaster risk reduction, urbanization into sector results and strategies**
- 5. Conflict and fragility: support innovative programming, promote resilience**
- 6. Human rights and gender equality: better integration into sector results and approaches; strengthen work with Treaty Bodies**
- 7. Research and innovations : promote and use research and innovations for equity-programming**

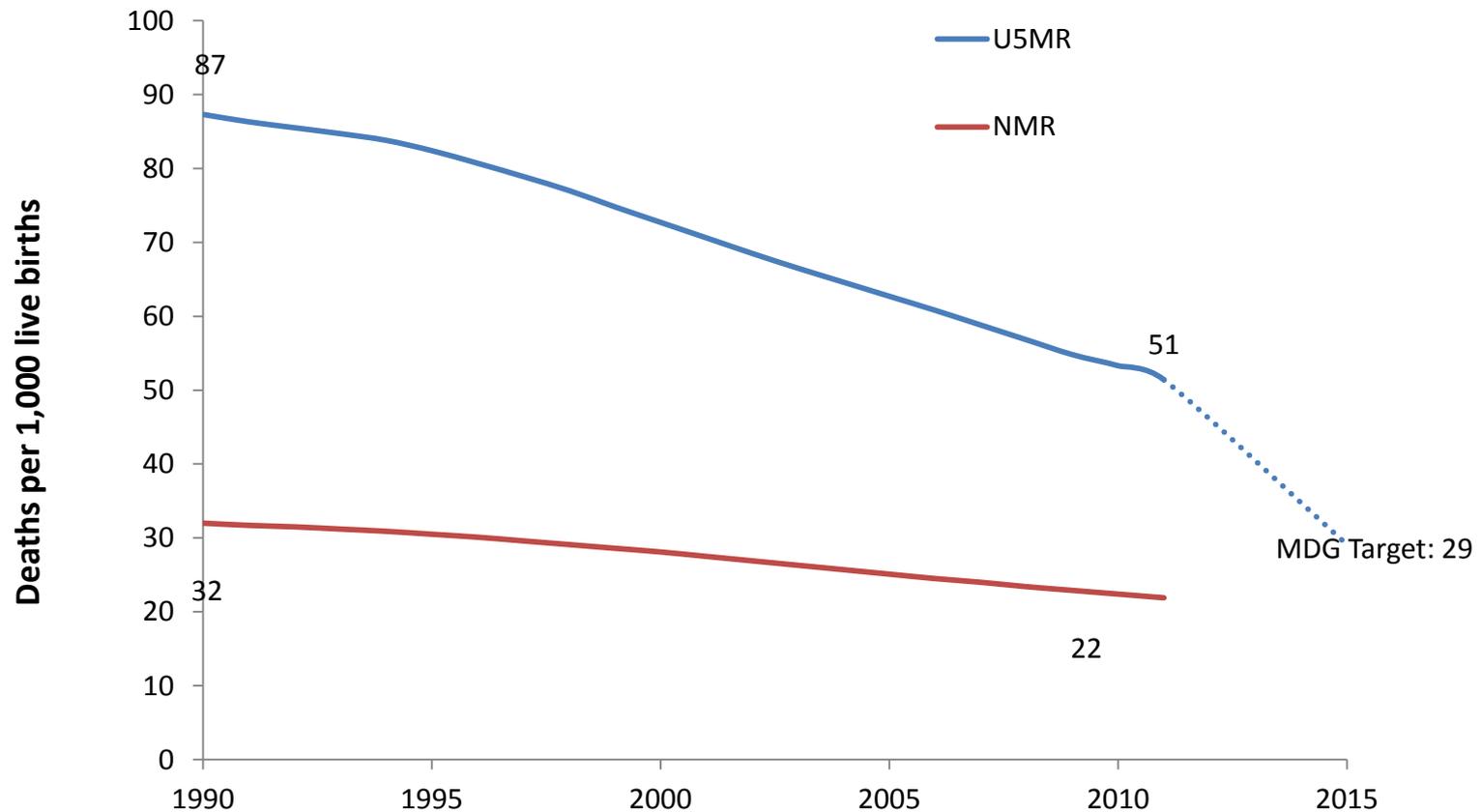
Some “snap shots” of key trends

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The global under-five mortality rate has fallen by 41% from 1990 to 2011

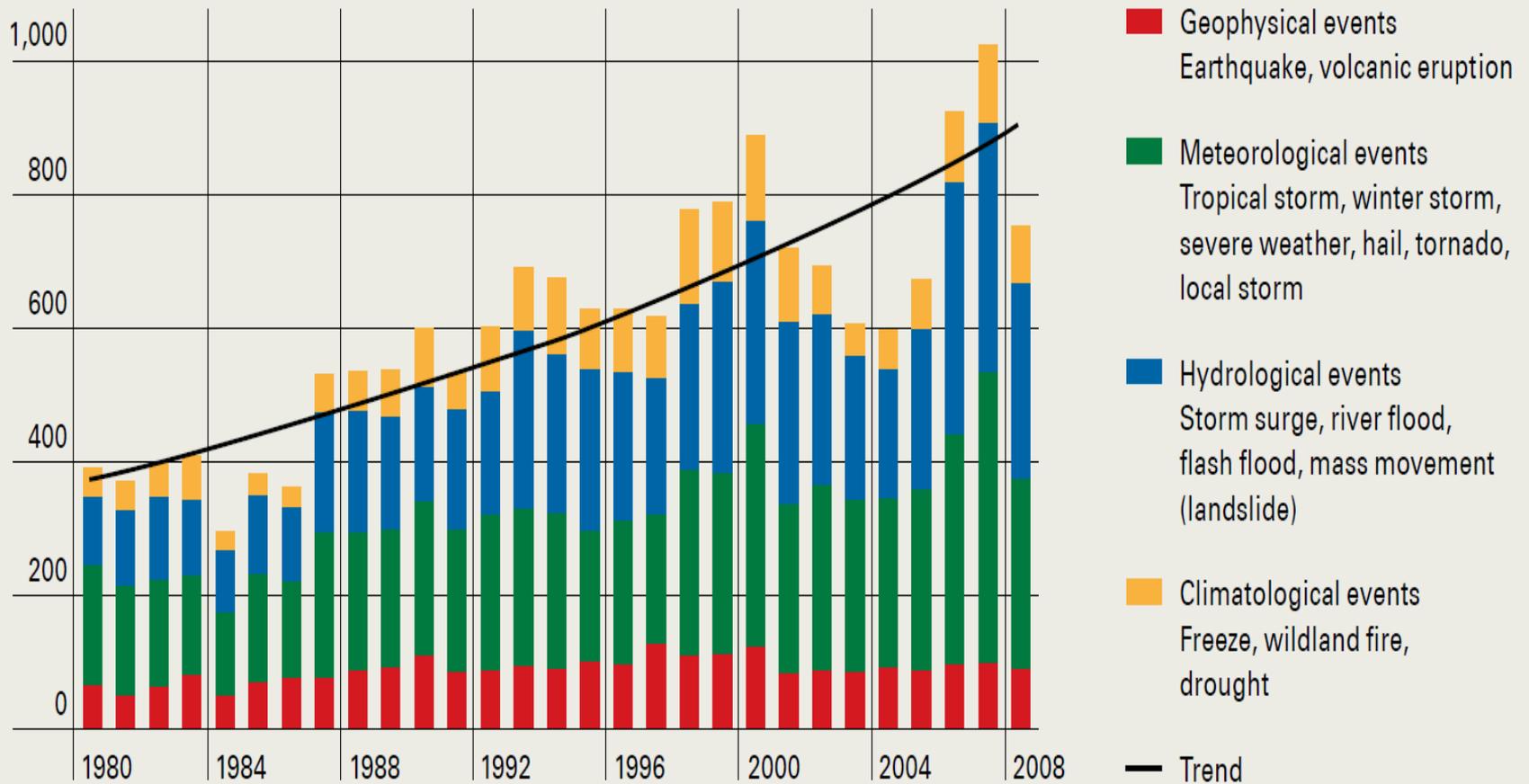
Under-five and neonatal mortality rate, 1990-2010



Source: The UN Inter-agency Group for Child Mortality Estimation, 2012; provided by SMS/DPS/UNICEF

Frequency of Disasters 1980-2008

Number of natural catastrophes 1980-2008



Number of humanitarian situations responded to by UNICEF globally, 2004 - 2011



Summary Conclusions

- 1. There are many positive trends in the situation of children during the past decade, but with growing inequities**
- 2. Extraordinary efforts are needed to sustain progress and also reach the most disadvantaged and excluded children**
- 3. Stress and pressure on children is likely to grow in the context of accelerated urbanization, migration, conflict, disasters and climate change**
- 4. Particular attention is required to improve children's lives in fragile and humanitarian contexts**

Outline of Plan

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Background:

The MTSP should:

- Make a clear distinction between means and ends
 - Result statements (and corresponding indicators) to state the change in the quality of life of children
- Focus the work of the organization
- Enable annual global reporting of results with contribution and attribution clear
- Recognize the centrality of the country programming process
- Be in line with the QCPR and contribute to the Post-2015 discussions
- Results Framework should reflect UN coherence efforts and be consistent with that of other agencies that have aligned their cycles with the QCPR

What's new in this MTSP?

- Explicit equity focus on the 'disadvantaged & excluded', consistent with human rights norms
- Strengthened linkages between humanitarian action and development programmes and concrete actions to better address fragile contexts and build resilience
- Changes in **how** UNICEF works:
 - Increased focus on systems for real-time monitoring of outcomes
 - Greater emphasis on multidimensional responses based on analysis of determinants
 - Increased focus on how innovation leads to results
 - Increased responsiveness to challenges of climate change, urbanization and other areas
 - More robust results based management and budgeting

Overview of the Theory of Change

Impact: Children Survive & Thrive

health

HIV

Water
sanitation
hygiene

nutrition

education

Exploitation
& violence

Poverty &
discrimination

Normative Principles: Human Rights, Gender Equality
and Environmental Sustainability

UNICEF's contribution: Outcomes and Outputs

Sectoral results (including better supply of services,
enhanced demand and improved policies)

Cross-sectoral enabling environment

Programme Strategies

Management Strategies

Impact: Children Survive and Thrive

UNICEF will contribute to the realization of children's rights, with particular attention given to children in humanitarian contexts, adolescents, and to the gender-specific needs of girls and boys, as well as the gender-specific disadvantages they face

With emphasis on the most disadvantaged and excluded children and families, UNICEF will contribute to the achievement of the following results for children:

- Survival during delivery and the neonatal period and living free from preventable diseases and disability;
- Protected from HIV infection and free from AIDS;
- Drinking clean water, practicing safe sanitation and hygiene, and engaging in creating healthy environments;
- Protected from malnutrition and reach their optimal growth;
- Prepared to start school and complete a quality and inclusive education;
- Protected from exploitation and violence;
- Thriving in supportive family and community environments, protected from the effects of poverty and discrimination.

September 7, 2012

For each impact level result for children

- supply outcomes and outputs: including availability, accessibility and quality of necessary commodities and infrastructure; capacity and performance of service-providers; and performance and accountability of institutions
- demand outcomes and outputs: including supportive social norms; knowledge, awareness and practice of key behaviours; improvement of processes to promote the participation of children, communities and CSOs including demand for services
- enabling environment outcomes and outputs will be specified including policy, legislation, budgets, standards, evidence

Notes:

- In each case, emphasis will be on the most disadvantaged & excluded girls and boys
- The contribution of UNICEF in development and humanitarian contexts will be reported separately

Improved cross-cutting policies and systems

- Increased availability of resources , improved planning and budget management and enabling systems at all levels for children in the public and private sector
- Increased availability and use of child-related data for decision-making
- Enhanced capacities and systems to support community-based, risk-informed planning and monitoring processes for children
- Systems and policies that address gender equality, human rights and environmental sustainability are increasingly paying specific attention to the rights and needs of children
- Improved systems in place to respond to humanitarian crises and fragile environments

What results will UNICEF focus on in each country?

Within the parameters of the MTSP, UNICEF country programmes will prioritize specific results based on:

- National plans and priorities
- Situation analysis of children
 - disaggregated to the extent possible
 - analysis of barriers and bottlenecks
- Comparative advantage of UNICEF vis-à-vis partners
- Financial and human resource availability

How will UNICEF achieve results?

UNICEF will achieve results through an appropriate mix of the following strategies:

- Capacity development for system strengthening
- Research, evidence & knowledge management
- Policy dialogue, advocacy and communication
- Communication for Development
- Partnerships
- Identify and promote effective innovation
- Service delivery

How will UNICEF's implementation strategies vary according to country context?

UNICEF country programmes will select an appropriate mix of the above implementation strategies in response to:

- Identified issues related to the enabling environment
- Capacity gaps at all levels to deliver quality services
- Profile of deprivation (large scale deprivation or focused on limited population)
- Potential to leverage domestic resources

Monitoring and Evaluation

Impact: Children Survive & Thrive

Monitoring changes in the situation of children
Country systems, UNICEF-supported MICs, DHS

Sectoral & Enabling Environment Outcomes

Monitoring institutional & behavioral changes
Country systems, UNICEF-supported monitoring,
barriers and bottlenecks analysis

Outputs – UNICEF Programme Monitoring

Programme Strategies – UNICEF Programme Monitoring

Management Strategies – UNICEF Management Monitoring

Normative Principles

Evaluation

Thank you

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