Mid-Term Review of the Strategic Plan 2014-2017

UNICEF Executive Board Informal Briefing

25 April 2016
Background

The Executive Board Decision 2013/6:

‘Requests the Executive Director of UNICEF to present a midterm review of the UNICEF strategic plan, 2014-2017, to the Executive Board at its annual session of 2016’
Extensive consultations with Member States

Informal consultation on scope & process of the MTR - Sept 2015

Discussions on the proposed process with the Bureau

Consultation on the draft revised Results Framework - Dec 2015

Webinar on the Evaluability Assessment of the SP - Jan 2016

Informal consultation on initial findings and lessons learned, and a further revised Results Framework - Feb 2016

Today’s informal briefing – April 2016
Coordination with other Funds and Programmes

Coordination with UNDP, UNFPA, UN Women & WFP on:

- Scope of the MTR
- Process of the MTR
- Response to the SDGs
- RBM methodologies and related issues, including presentation of the Scorecard
Scope of the MTR of the Strategic Plan

1. Achievement of results in 2014 and 2015

2. Lessons learned in 2014 and 2015

3. Implications of the changing global policy environment - including the SDGs, Paris climate change agreement, and preparations for the World Humanitarian Summit - for the remaining period of the current Strategic Plan
Products of the MTR


Annexes

- Addendum on QCPR and Integrated Results and Resources Framework
- Scorecard on the results framework & Data Companion
- Paper on Lessons learned
- Annual Results Reports for the outcome areas and cross-cutting priorities of the Strategic Plan

Executive Board response to these products will inform the last 18 months of Strategic Plan implementation as well the development of the 2018-2021 Strategic Plan
Findings from the MTR

1. Overall, on track in the achievement of Strategic Plan results
2. Performance varies by outcome areas

*Average achievement rates of output-level results exceed 90%, except for HIV and AIDS*
Findings from the MTR – selected results in 2015

- 55 million children were vaccinated for DPT3
- 40 million people gained access to improved drinking water sources
- 18 million people to improved sanitation
- 3 million children were treated for severe acute malnutrition;
- 15 million children received learning materials; and
- 10 million births were registered.

- Key contributions to building the evidence base by providing a significant proportion of end-line data for the Millennium Development Goals
- Supporting the development of indicators for the Sustainable Development Goals.
Findings from the MTR - Organizational efficiency and effectiveness

On track or exceeded annual targets on organizational efficiency and effectiveness

- Higher-quality programmes through results-based management: 115%
- Improved management of financial and human resources in pursuit of results: 99%
- Coordination of the United Nations development system: 138%
Selected achievements – efficiency and effectiveness

- The number of female staff grew by 24 per cent from 2007 to 2015, reflecting efforts to achieve gender parity and to comply with paragraph 92 of the QCPR.
- Automation of treasury and e-banking
- Introduction of a learning management system (Agora)
- 95 country offices implemented 957 long-term agreements, a 45 per cent increase over 2014, saving time and resources for programme implementation
- Field Results Group established to strengthen systems for results-based management
- Establishment of the Global Shared Services Center
Direct programme assistance planned vs actual

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<thead>
<tr>
<th>Category</th>
<th>Percentage 2015</th>
<th>Percentage Strategic Plan, 2014-2017</th>
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<tbody>
<tr>
<td>Health</td>
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<td>28</td>
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<td>HIV and AIDS</td>
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<tr>
<td>WASH</td>
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<td>Child protection</td>
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<td>12</td>
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<tr>
<td>Social inclusion</td>
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<td>10</td>
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- **Percentage of 2015 programme expense**
- **Strategic Plan, 2014-2017 projected programme expense**
Paragraph 4 of the Board Decision 2014/8 on the Results Framework:

‘Notes that the exact formulation of the indicators, milestones and targets of the final results framework will continue to evolve and should, where appropriate, be further refined in consultation with Member States, …’.
Revised Results Framework (cont’d)

Revision of indicator wording, baselines and targets to enable:

– Differentiation of UNICEF’s contribution from others
– Quality monitoring information from Country Offices

Proposals:

– Adjustment of targets due to change in baselines
– Rewording of indicators for ease of data collection
– Annual milestones, in accordance with Executive Board Decision (2015/7) on presentation of a corporate scorecard
– Additional indicators – to more effectively monitor the Theory of Change underpinning the Strategic Plan
Some key lessons learned

Health – The opportunity to accelerate and sustain results by increased focus on systems strengthening, particularly in the context of promoting resilient development.

HIV and AIDS – The need to further scale up successful strategies, backed by expanded global commitment, to reach adolescents who are in the second decade of treatment as well as those at risk of infection.

WASH – The importance of sustaining behavioural change through continuous community engagement and by strengthening the capacity of the local private sector to provide affordable services.
Some key lessons learned (cont’d)

**Nutrition** – The opportunity to advance results by strengthening nutrition information systems as well as delivery systems for life-saving interventions; the need to increase SAM treatment coverage & recovery rates.

**Education** – The need to delivery complementary interventions, such as peacebuilding, to achieve results in conflict-affected contexts.

**Child Protection** – The opportunity to apply lessons from programmes to end child marriage to programmes to address gender-based violence in emergencies.

**Social Inclusion** – The opportunity to advance results through further integration of humanitarian action and social protection programming.
Some key lessons learned (cont’d)

• **Humanitarian** - The need to incorporate elements of longer-term risk assessment, preparedness and capacity building into humanitarian responses and to build elements of emergency preparedness and wider mitigation and prevention measures into development programmes.

• **Cross-sectoral: Data** – The opportunity to support more effective targeting of resources, strategies, policies and programmes through support to data disaggregation and triangulation of multiple data types.

• **Cross-sectoral: Innovations** – The opportunity to narrow equity gaps through innovation, from amplifying the voices of children to responding to drug stock-outs more effectively.
Some key lessons learned (cont’d)

- **Resource mobilization** – The realization that short-term injections of funding can have powerful catalytic effects on targeted bottlenecks, but reliable, diversified sources of finance are required for those achievements to be sustained.

- **Results-based management** – The importance of flexibility in RBM in order to capture the various dimensions of results for children, including those that come from cross-sectoral programming.
Looking forward

For the remaining period of the current SP and to inform the next plan:

1. UNICEF will work with partners to consolidate gains and address remaining gaps from the MDG era, while addressing new and deepening challenges that the 2030 Agenda has brought to the fore.

2. UNICEF will continue the urgent focus on the unfinished business for children including newborn and young child survival, HIV prevention and treatment, stunting reduction, safe water and sanitation, and gender equality.
3. UNICEF will increase attention and/or develop new approaches in five key areas, to contribute as effectively as possible to Agenda 2030:
   - Climate change and children
   - Urbanization and children
   - Refugee and migrant children
   - ECD
   - Adolescents

4. UNICEF will continue to deepen its strategic partnerships across the UN system, with the private sector and with civil society to respond in an integrated way to challenges to child well-being.