UNICEF HQ: Field Results Group (FRG)
RBM Learning Strategy

- Strengthen RBM understanding and skills for improved programming and Management for Results across UNICEF

- Reach at least 2,000 staff annually in 2016 and 2017 with face-to-face skills training

### Supporting Elements

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### UNICEF participants

- **4,665**
- **328**
- **4,993**

### Measuring Impact of RBM Learning

1. Learning Strategy (vision, plans, resources)
2. Roll-out to key audiences
3. Reaction and engagement in learning activities
4. Knowledge & Skills acquisition
5. Application of Knowledge & Skills
6. Impact on Development Effectiveness
Results
We are achieving change for children through good programming and management. We are in particular targeting the most disadvantaged and deprived so that no child is left behind.

Quality programmes
Our programme inputs are having impact: Technical assistance, Cash and Supplies & Service— to governments and NGOs. We use the right mix of programme strategies by context. Our results chain and programme logic is sound.

Efficient and connected internally
Suitable and simple business processes Supported, learning, curious staff that work in teams across the organization prioritizing the right things- results. Healthy accountability framework, reinforced by the red thread

Evidence and Pursuit
Data and analysis that helps demonstrate Results, Efficiency, Value for Money and Sustainability. Continuous improvement based on evidence.
Status of M4R Initiatives thus far

Programme Design
- Programme Strategy Notes
- 60 CPDs informed by Programme Strategy Notes
- Standard Indicators
- Equity-focused programming
- Real-time level 3 monitoring

Programme Implementation
- Efficiency gains through simplification of CSO procedure
- HACT minimum requirements met globally
- HACT performance monitoring and support structures put in place
- eTools for IP Management: Challenges on technology and process differences in offices
- Tools introduced to strengthen field monitoring

Learning
- > 4,990 staff trained through an RBM learning programme
- Handbook developed for RBM
- 8,504 UNICEF staff and 3,638 other parties completed HACT course
- 6,048 UNICEF staff and 1,245 other parties completed FACE e-course
- e-course on programming released
- 8 simplifications being applied by >80% CO
- New process simplification toolkit

Results Reporting
- RAM- a key tool for country level results monitoring
- Performance Scorecards by Country offices
- UNICEF is a global standard-setter in transparency
- mTrac, MVRS, and U-Report ready for deployment
Look forward on M4R Initiatives

Programme Design
- Harmonised inter-agency approach to RBM
- Review results chain of programmes, including cross sectoral
- Review impact of PSN including to simplify process
- Programme monitoring toolkit. Use of tools for field and Level 3 monitoring.
- Regulatory framework established for programme monitoring

Learning
- Continue RBM training for staff, with focus on monitoring and programme management
- Systematic RBM training for implementing partners
- Implementation modalities and the mix of ‘hows’ and impact on results in different contexts
- Learn from achievement and failures, including in real time
- Evidence base for efficiency, VfM, sustainability

Programme Implementation
- Improve results impact of CSO partnerships
- Annual quality review focused on VfM and RBM
- Evaluation of investment in HACT
- From CPD to programme implementation—maintain quality and results focus
- Understand impact of HQ requirements on office processes—suitability and simplicity
- Reduce the number of new initiatives launched by HQ at one time
- Subnational presence as a programme strategy

Results Reporting
- Rationalise and right-size reporting requirements and systems. More standard reports
- Redesigned RAM platform to support collaboration for results, COAR, donor and SP /EDAR reporting
- 2018 Scorecards, including expansion to HQ & RO
- Collaboration on results. Build on regional & country results methodologies. Use data to learn, monitor performance, accountability through visualization of results
- IATI targets supported by an organizational culture of transparency

Priorities by:
2017
2018
Discussion