

Strengthening Child Protection Systems: Evaluation of UNICEF Strategies and Programme Performance 2019

Management Response

*Cornelius Williams, Associate Director,
Child Protection, Programme Division
22 August 2019*

unicef 
for every child



Overview of the Management Response

Thematic Recommendations	UNICEF Actions
1: Organization-wide Approaches	1.1; 1.2; 1.3
2: UNICEF's Global Leadership	2.1; 2.2
3: Capacities to Translate Strategies and Approaches into Practice	3.1; 3.2; 3.3
4: Partnerships and Resources	4.1; 4.2; 4.3; 4.4; 4.5
5: Data and measurement	5.1; 5.2; 5.3

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p>1: Organization-wide Approaches</p> <p>Key message: UNICEF must communicate better the narrative of child protection systems strengthening work.</p> <p>Recommendations: Make clear UNICEF definition of and role in child protection systems-strengthening (CPSS) and ensure this approach is prioritized in organizational strategies, policies and plans.</p> <ul style="list-style-type: none">▪ Clarify desired relationship between issue-based and systems approaches in UNICEF child-protection work and refine draft programme-impact pathway for CPSS.▪ Define phases of the CPSS process.▪ Reflect clarified narrative on CPSS in future update of UNICEF Child Protection Strategy of 2008, setting out accountabilities for CPSS work among various actors within UNICEF.	<p>1.1: Outline UNICEF’s approach to child protection systems strengthening, describe the programme-impact pathways and relationships between CPSS and issue-based work.</p> <p>1.2: Mobilize global child-protection actors to issue a joint statement in support of CPSS.</p> <p>1.3: Advocate with Governments for the prioritization of CPSS as a key strategy to achieve child protection outcomes.</p>

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p data-bbox="155 436 937 486">2: UNICEF's Global Leadership</p> <p data-bbox="135 525 1268 611">Key message: UNICEF should play a catalytic role in creating fora to further the CPSS agenda through national/state leadership.</p> <p data-bbox="135 665 1205 793">Recommendations: Invest in the most impactful CPSS areas, according to the UNICEF niche, to strengthen child protection systems.</p> <ul data-bbox="135 851 1235 1158" style="list-style-type: none"><li data-bbox="135 851 1235 936">▪ Articulate key priority areas of work and possible entry points for CPSS by context in order to guide programming.<li data-bbox="135 986 1235 1158">▪ Develop a menu of interventions in each priority area, with a different package of options tailored to each phase of the CPSS process, setting out what investments are required at different levels of CPS.	<p data-bbox="1352 436 2333 579">2.1: Technical assistance to country offices to invest in high-impact interventions tailored to each phase and level of the CPSS process.</p> <p data-bbox="1352 636 2364 879">2.2: Operational guidelines that provides a step-by-step process on how to get started and a list of actions related to each of the systems building blocks of the CPSS in development and humanitarian contexts.</p>

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p data-bbox="147 436 1174 554">3: Capacities to Translate Strategies and Approaches into Practice</p> <p data-bbox="147 596 1258 772">Key message: In order to support effective CPSS, UNICEF needs to foster competencies within the organization and among partners that includes public finance, institutional development, RBM, research/analytical skills and strategic leadership.</p> <p data-bbox="147 825 1274 911">Recommendations: Strengthen staff and partner capacities and learning on CPSS.</p> <ul data-bbox="147 968 1274 1186" style="list-style-type: none">• Revise job descriptions for child-protection chiefs and invest in learning and skills development for staff and partners (HQ).• Step up technical assistance for CPSS (ROs).• Embrace CPSS as a learning function and a cross-cutting and management responsibility (COs).	<p data-bbox="1352 436 2384 579">3.1: Strengthen internal capacities, including through hiring and recruitment processes; reflect CPSS related responsibilities and associated competencies.</p> <p data-bbox="1352 636 2333 722">3.2: Develop and make available learning resources related to CPSS.</p> <p data-bbox="1352 786 2308 929">3.3: Facilitate the provision of expert technical assistance and advice on CPSS through long-term arrangements for services.</p>

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p data-bbox="147 439 930 486">4: Partnerships and Resources</p> <p data-bbox="147 544 1192 625">Key message: UNICEF should step up its efforts to revitalise partnerships and advocacy in favour of CPSS.</p> <p data-bbox="147 682 1225 763">Recommendations: Leverage partnerships and resources for CPSS.</p> <ul data-bbox="147 821 1251 1225" style="list-style-type: none">▪ Starting immediately, systematically include a budget line for CPSS programming and related monitoring and evaluation in large-scale donor agreements on issue-focused child protection work, including in humanitarian action.▪ Invest in communication and advocacy, including by putting forward business cases across the range of CPSS contexts.▪ Develop partnerships and resourcing strategy for CPSS.▪ Improve adequacy, equity, efficiency and effectiveness of public finance for child-protection services and systems.	<p data-bbox="1352 439 2295 625">4.1 and 4.2: Advocacy brief and business case on CPSS for policymakers and decision makers, in collaboration with key donors and development partners.</p> <p data-bbox="1352 686 2244 729">4.3: Webinars with donors and global networks.</p> <p data-bbox="1352 791 2288 882">4.4: Guidance to UNICEF COs on public financial management.</p> <p data-bbox="1352 943 2364 1035">4.5: Advocate with donors and UNICEF country-office leadership to leverage resources for CPSS.</p>

Overview of the Management Response

Thematic Recommendations	UNICEF Actions
<p data-bbox="173 439 817 486">5: Data and measurement</p> <p data-bbox="173 525 1174 748">Key message: UNICEF needs to develop coherent corporate-level metrics and address the scarcity of global-level data and evidence across the steps of the CPSS results chain, which will enable improved demonstration of results and potential resource mobilisation for CPSS.</p> <p data-bbox="173 803 1034 886">Recommendations: Address the CPSS data and measurement challenges.</p> <ul data-bbox="173 939 1123 1118" style="list-style-type: none"><li data-bbox="173 939 1123 982">• Invest in coherent corporate-level metrics for CPSS.<li data-bbox="173 1032 1123 1118">• Close evidence gaps along the CPSS programme-impact pathway.	<p data-bbox="1358 439 2244 579">5.1: Comprehensive CPSS benchmarking tools measure progress on work around systems strengthening.</p> <p data-bbox="1358 639 2257 779">5.2: Improve quality of data on CPSS through technical support to the implementation of child-protection modules in MICS.</p> <p data-bbox="1358 839 2364 936">5.3: Invest in research on the role of CPSS in specific contexts and emerging issues.</p>

unicef 

for every child

Thank you

8/21/2019

© UNICEF/UNI166347/Noorani