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Overview of the strategic focus of the MTSP 2014 - 2017

New York - 22 March, 2013

Summary Executive Board discussion in February 2013

- Welcomed the strong emphasis on equity to address poverty and discrimination and the mainstreaming of the normative principles
- Welcomed the improved management and monitoring of results
- Reiterated importance of operationalizing the QCPR
- Emphasized the importance of social protection systems and, including universal access to healthcare and equitable childhood care
- Welcomed the proposed framework covering the results chain with indicators defined at each level: effort to harmonize with other UN agencies
- Acknowledged strong emphasis on an integrated approach to humanitarian action and developed

Executive Board in February 2013 (cont'd)

- Important to ensure that programmes were sustainable by encouraging national ownership and contributing to national capacity building
- Highlighted the importance of risk management in humanitarian and development efforts
- Encouraged the use of innovative approaches to increase accessibility, scale up interventions and leverage results for disadvantaged and excluded children
- Emphasized the importance of aligning country-level cooperation with recommendations of human rights bodies
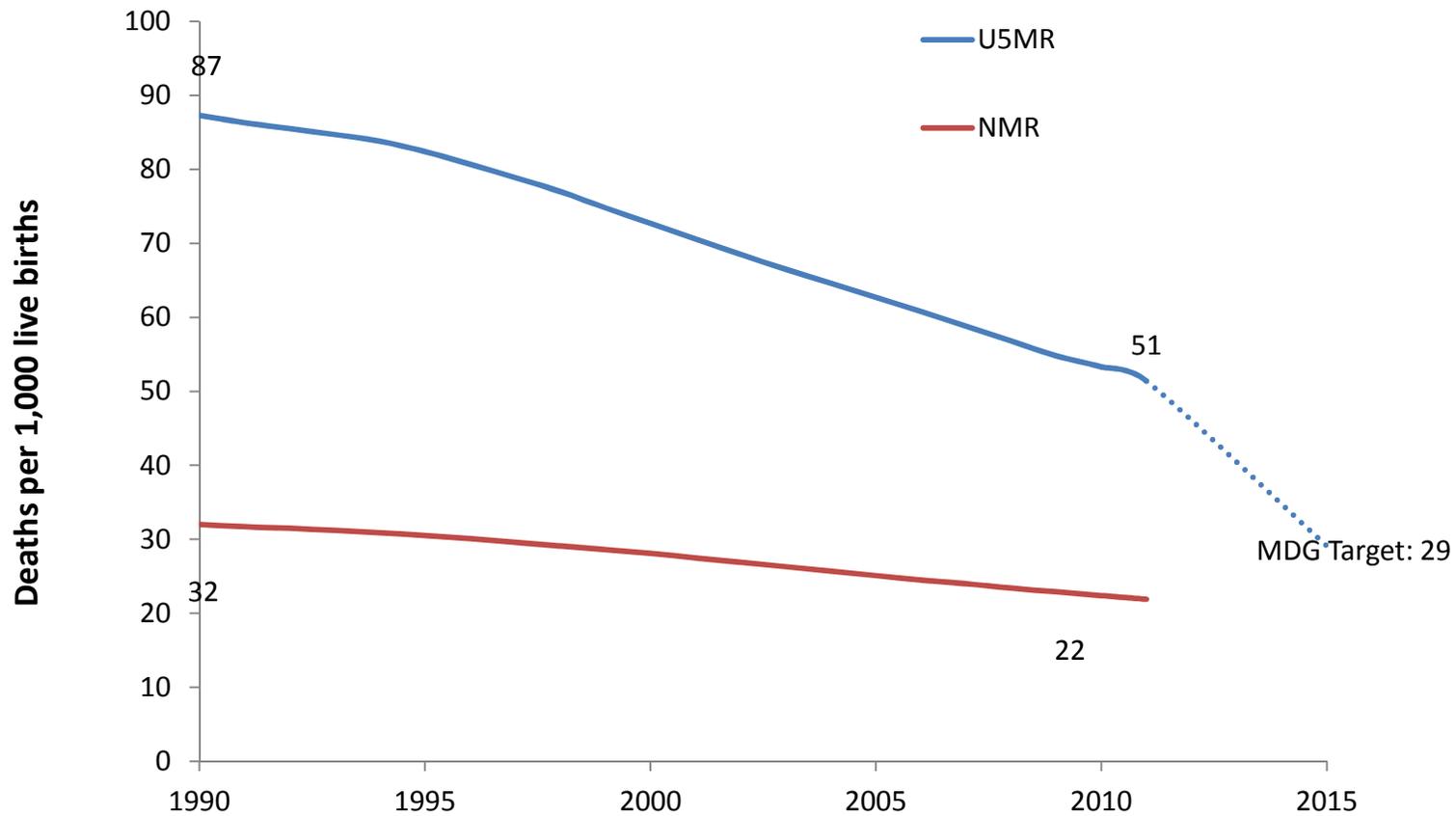- Noted the importance of strategic partnerships at all levels

Roadmap Forward

- Ongoing "Peer Review Group" meeting with Bureau-nominated Member States and peer UN agencies on Results Based Management Approaches

- Discussion among agencies for coherent and harmonized approach (March-June '13)

- Workshop with Executive Boar, UN Agencies, INGOs, National Committees (March '13)

- Information consultations on first draft full MTSP (May-June '13)

- Presentation of draft MTSP at Annual meeting of Executive Board

- Final adoption of MTSP at the 2nd Regular session of Executive Board

Key Trends and Summary of End-of-Cycle Review
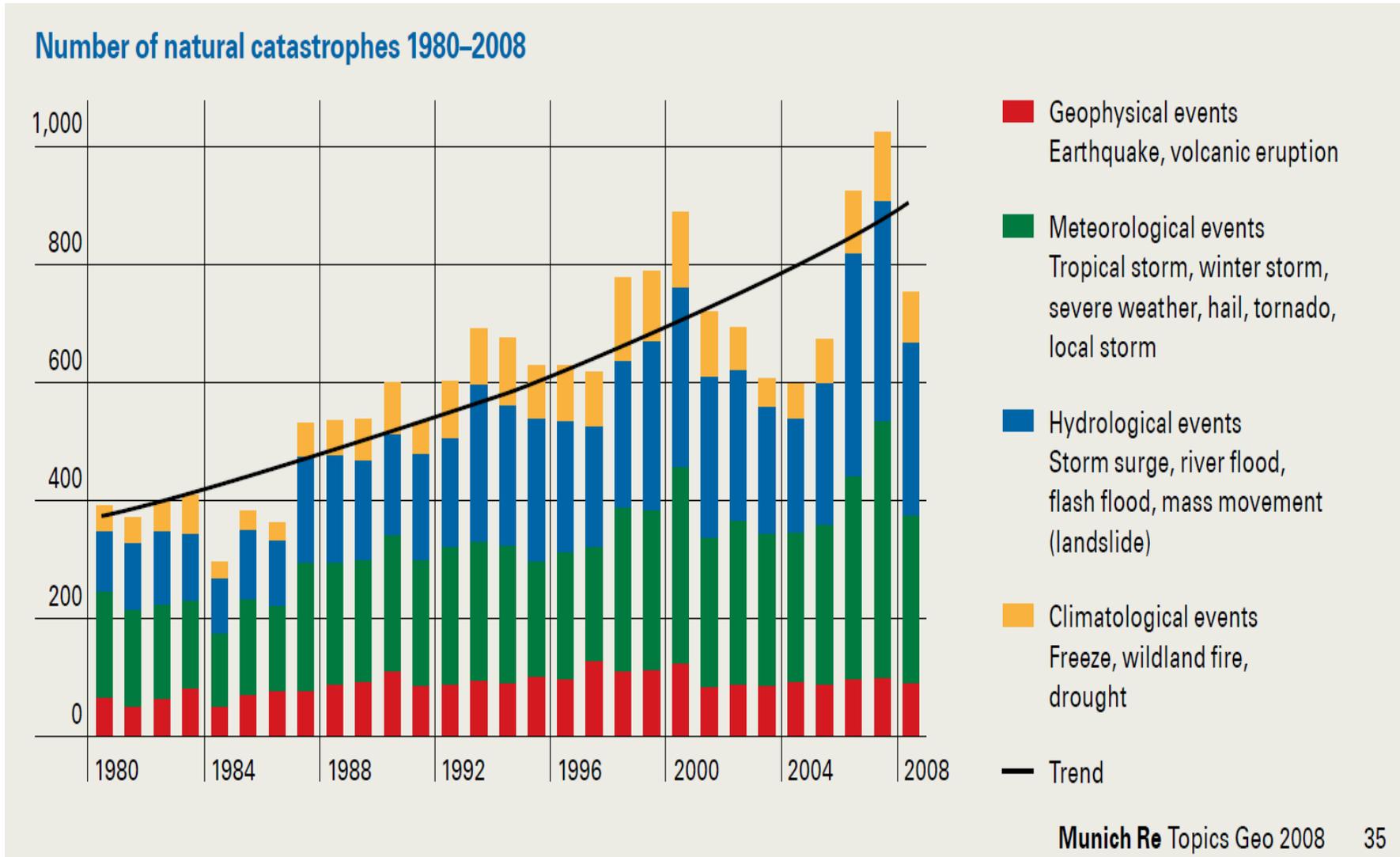
The global under-five mortality

Rate has fallen by 41% from 1990 to 2011

Under-five and neo-natal 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

Geophysical events
Earthquake, volcanic eruption

Meteorological events
Tropical storm, winter storm, severe weather, hail, tornado, local storm

Hydrological events
Storm surge, river flood, flash flood, mass movement (landslide)

Climatological events
Freeze, wildland fire, drought

— Trend

Munich Re Topics Geo 2008   35

provided by SMS/DPS/UNICEF

Translating End-of-Cycle Review to new MTSP

1. Continuity: Scale-up proven interventions; some adjustments, with focus on the most disadvantaged;

2. Strengthen links across sectors: social protection, greater community role and strengthen demand and use of services;

3. Life-cycle approach : review and expand work for all stages of childhood – early childhood development, middle years and adolescents;

4. Growing challenges/issues: mainstream climate change adaptation, disaster risk reduction and resilience and address disadvantaged in urban areas into sector results and strategies;

5. Conflict and fragility: support innovative programming, promote resilience;

6. Gender equality and gender mainstreaming -   better integration into sector results and approaches; human rights based approach to programme as well as strengthen work with Treaty Bodies;

7. Research and innovations : promote and use research and innovations for equity programming.

Implication of 2013-2016 QCPR

- UNICEF is aligning its MTSP cycle with those of other Funds and Programmes (2014 to 2017) in order to operationalize the QCPR.

- UNICEF is integrating indicators into the MTSP and the Integrated Budget in order to monitor its contribution to the QCPR in terms of:

Contribution of UN Operational activities to national capacity development and development effectiveness: (i) capacity building and development; (ii) poverty eradication; (iii) gender equality; (iv) south to south cooperation; (v) transition from relief to development.

Functioning of the UN system: (i) simplified programming; (ii) resident coordinator system; (iii) Delivering as One; (iv) simplification and harmonization of business practices; (v) results based management; and (vi) evaluation of operational activities.

Medium Term Strategic Plan: 2014-2017

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The new MTSP must

- Focus the work of the organization on results for children
- Motivate both country partners and donors of all kinds
- Contribute to a more effective and efficient UNICEF
- Include flexibility to respond to discussions on post-2015 and the Sustainable Development Goals
- Make a clear distinction between means and end
    Result statements - and corresponding indicators - to state the change in the quality of life of children
- Enable annual global reporting of results with greater attention to describing and reporting on UNICEF contribution
- Recognize the centrality of the country programming process
- Reflect UN coherence efforts and be consistent with that of other UN agencies that have aligned their cycles with the QCPR
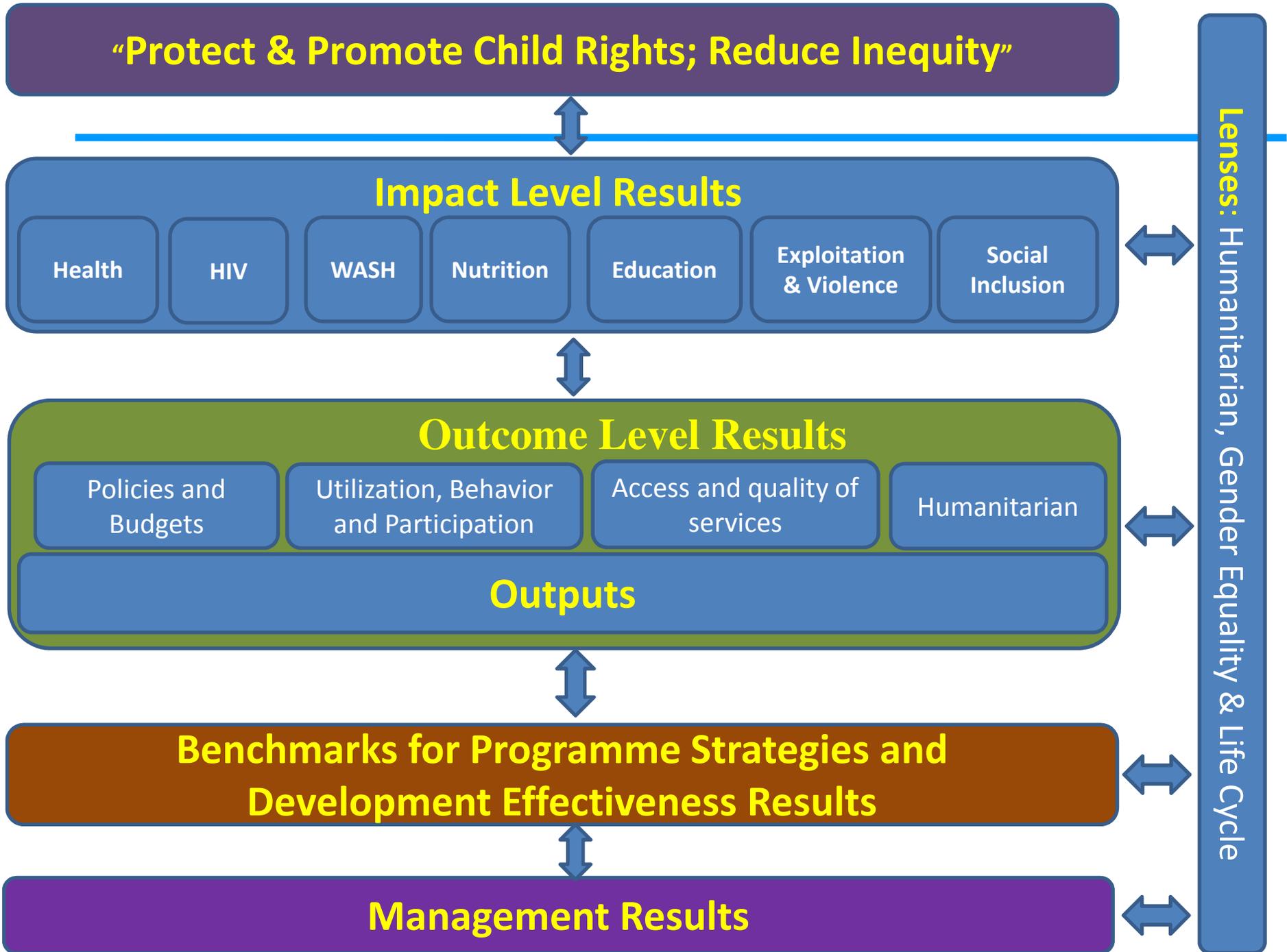
MTSP "Chapeau" - Rights and Equity

The mission of UNICEF is to promote the rights of every child, everywhere - through our advocacy, our programmes and our operations.

The equity strategy of the MTSP will focus our efforts on the most disadvantaged and excluded children and families, in order to translate our commitment to children's rights into actions.

What is the substantive focus of the new MTSP?

- Explicit equity focus on the 'disadvantaged & excluded' to ensure UNICEF is as effective as possible in promoting and protecting children's rights;

- Concrete actions to better address fragile contexts and build resilience;

- Strengthened linkages between humanitarian action and development programmes;

- *Maintain momentum in thematic areas: health, HIV, water & sanitation, nutrition, education, child protection, social protection and social inclusion.*

Protect & Promote Child Rights; Reduce Inequity

Child Equity Index

Impact Level Results

Education – ensure that children everywhere, boys and girls alike will be able to complete a full course of primary schooling and eliminate gender disparities at all levels of education

Outcome Level Results

Policy and budget for inclusive education including for minorities

Utilization, behavior and demand – Net attendance among poorest to richest reduced by 5% each year

Access and quality Disadvantaged populations with improved pupil-textbook ratio & access

Humanitarian – 100% of schools are reopened and child-friendly

Outputs # and % of UNICEF targeted children with access to Humanitarian Education programmes that incorporate psychosocial support; # of additional child-friendly schools built/rehabilitated; # of additional primary and secondary school teachers that receive teaching material

Programme Strategies and Development Effectiveness

south-south cooperation, gender review of sectoral plans, innovative solutions for reaching disadvantaged children

Management Strategies - evaluations with management response;

MOSS/resilience support for UNICEF staff and operations; data/survey systems support

Lenses: Humanitarian, Gender Equality & Life Cycle

HR Principles in the MTSP

- **Equality and Non-discrimination** --> equity focus on the rights of disadvantaged and excluded children

- **Accountability** --> formal and non-formal accountability mechanisms to strengthen the capacity of rights-holders, including children, families and communities, to demand rights fulfillment

- **Participation** --> emphasis on children's right to information and to participate in decisions that affect their lives

Measuring Child Rights and Equity

Child rights

Consistent with the Convention on the Rights of the Child (CRC), equity guarantees the fundamental rights of every child, regardless of gender, race religious beliefs, income, physical attributes, geographical location, or other status.

Child Equity Index

Child equity index will be developed to assess the level of inequity in each country - which is comparable across countries.

Comparing both the level of development and level of disparities provides a more comprehensive view of the situation of children and realization of rights in each context.

Measuring Child Rights and Equity, continued

KPIs will be used to monitor and report on UNICEF performance at all levels

A) Status/Achievement of programme results:

Equality and Non-discrimination

- E.g. # of countries whose education policy/sector plan includes policies about disabilities/inclusive education

Accountability

- E.g. # of countries meeting reporting and related follow-up obligations associated with CRC, CEDAW and CRPD and special procedures

Equality and Non-discrimination

- E.g. # of countries in which at least 50% of the schools have school management committees which meet regularly in programme areas

Measuring Child Rights and Equity, continued

KPIs will be used to monitor and report on UNICEF performance at all levels

B) Through benchmarks related to strategic programming:

The extent that each country programme

- Supports human rights institutions
- Promotes participation of civil society in the implementation of the CRC
- Includes the concluding observations and recommendations of treaty bodies and the UPR
- Prioritizes the situation of the most marginalized and excluded children and adolescents
- Enhances capacities of duty bearers (state, communities and families) and rights holders

Measuring Child Rights and Equity, continued

KPIs will be used to monitor and report on UNICEF performance at all levels

C) In performance of management:

For example

- Staff capacity for improved application of human rights principles to equity-focused programming through provision of multi-sector and sector-specific tools

- Job descriptions and performance evaluations address skills and knowledge on how to translate human rights principles into equity-focused programmes and policies

For each impact level result for children

UNICEF will contribute to the results for children at the impact level by achieving results at outcomes clustered around:

1. **Policies and budgets**: including policy, legislation, budgets, standards and evidence.

2. **Utilization, behaviours and participation**: 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.

3. **Access and quality of services**: 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

4. **Humanitarian**: based on the Core Commitments for Children

Outputs: UNICEF specific outputs that directly contribute to the outcomes and impact level results

How will country specificity influence the results focus?

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

- National plans and priorities

- Situation analysis of children
  - disaggregated to the extent possible
  - analysis of barriers and bottleneck

- Comparative advantage of UNICEF vis-à-vis partners

- Financial and human resource availability

What strategies will UNICEF use to achieve results?

UNICEF will achieve results through an appropriate mix of the following strategies, according to country context:

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

How will country specificity influence UNICEF's strategies?

UNICEF country programmes of cooperation will select an appropriate mix of 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

Summary of the Global Programme

Global Programme contributes to country programme results through the provision of global and regional public goods. Key components of the programme will include:

- Evidence-based advocacy and policy dialogues to strengthen the child focus of global and regional policies and systems

- Multi-country/cross-border programming

- Global and regional based innovations

Management results

Country offices, regional offices and headquarters to report against key performance indicators, targets and benchmarks for the following components of Management results:

- Leadership and Direction;
- Representation;
- External relations, partnerships and corporate communications;
- Oversight – audit and evaluation;
- Information technology, finance and administration;
- Human resources development;
- Security

DRAFT Outline - MTSP & Integrated Budget

Medium Term Strategic Plan & Integrated Budget Proposal

- Narrative of strategic focus, programme, Inter-Country Programme, development effectiveness and management - including UNDC and special purpose;
- Summary of integrated results and resources framework;
- KPIs, summary of how MTSP performance will be monitored, reported and evaluated;
- Medium Term Financial Plan;
- Draft decision to include all aspects of the plan including relevant budgets and appropriations.

Annex: Detailed results matrices and other information by categories in IRRF
- Detailed Results by Result Areas (7), global programme and development effectiveness
- Detailed Results for management, UNDC and special purpose including supporting details on related budget.

Report of the ACABQ (Included in documentation to 2nd Regular Session)

Group Work Questions

1. How should the next plan reflect the principle of "universality"?

2. Does the theory of change clearly communicate the relationship between the various components of the plan?

3. Recognising the centrality of the country programming process, is the proposed criteria for identifying the results and also the strategies appropriate?

Thank you

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