

Presentation to the Executive Board Members

Draft Outline of MTSP 2014 – 2017

March, 2013

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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 to the extent possible.**
- **Recognize the centrality of the country programming process.**
- **Be consistent with the QCPR and include flexibility to respond to discussions on post-2015 and the Sustainable Development Goals.**
- **Should reflect UN coherence efforts and be consistent with that of other agencies that have aligned their cycles with the QCPR.**

Key Findings of End-of-Cycle Review

- **Improving situation for children for children overall but persistent and sometimes growing inequity: coverage of key interventions in all sectors increased, at varying rates and scales; need to focus on the excluded and disadvantaged.**
- **UNICEF leveraged a growing number of partnerships for scale in all sectors – role in partnerships must continue and intensify.**
- **Significant growth in humanitarian responses with important improvements in management. Link between development and emergency programming needs to be strengthened.**
- **Data, evidence-base and monitoring has improved in all sectors; needs investments to continually track inequities and improve programming.**

Summary of Conclusions of End-of-Cycle Review

- 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 service.**
- 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.**

Outline of the Medium Term Strategic Plan

MTSP 2014-2017

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What's in this MTSP – Substantive Focus

- **Explicit equity focus on the ‘disadvantaged & excluded’, to ensure UNICEF is as effective as possible in promoting and protecting children’s rights.**
- **Maintain momentum in thematic areas: health, HIV, water & sanitation, nutrition, education, child protection, social protection, social inclusion.**
- **Strengthened linkages between humanitarian action and development programmes.**
- **Concrete actions to better address fragile contexts and build resilience.**

What's in this MTSP – How UNICEF works

- **Increased focus on strengthening national systems to monitor outcomes and the removal of barriers and bottlenecks.**
- **Greater emphasis on multidimensional responses .**
- **Increased support to promoting innovations that lead to results.**
- **Increased responsiveness to the challenges of climate change, urbanization and other factors affecting resilience.**
- **More robust results based budgeting, planning and management.**

“Protect & Promote Child Rights; Reduce Inequity”

Impact Level Results

Health

HIV

WASH

Nutrition

Education

Exploitation
& Violence

Social
Inclusion

Outcome Level Results

Policies and
Budgets

Utilization, Behavior
and Participation

Access and quality of
services

Humanitarian

Outputs

Programme Strategies and Development Effectiveness

Management Strategies

Lenses: Humanitarian, Gender Equality & Life Cycle

“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

On measuring Inequity and Rights

- **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:**

Develop a new index to rank countries based on equity gap among major indicators of child-wellbeing

Countries would be grouped by LIC, MIC and HIC (possibly subdivided within these), and then be compared on level on inequity within these groups. Different indicators may be used within each dimension, and also different methodology to calculate the index due to data constraints (particularly in HIC).

- **Key Performance Indicators (KPIs):** Examples

- Country programmes that met organizational standards for application of (i) gender mainstreaming (ii) human rights-based approach to cooperation
- Country programmes for which a gender review and self-assessment was performed

Summary Results of MTSP 2014-17

		Health	HIV	Water, Sanitation & Hygiene	Nutrition	Education	Exploitation, Violence & Neglect	Social Inclusion
Results		<i>Survival during delivery and the neonatal period and living free from preventable diseases and disability.</i>	<i>All children protected from HIV infection and free from AIDS.</i>	<i>[All children] Drink safe water, use adequate sanitation and practice good hygiene, and promote healthy environments.</i>	<i>Protected from malnutrition and reach their optimal growth and development.</i>	<i>All children ready to start school and complete a quality and inclusive education with a focus on improving gender equality and learning outcomes.</i>	<i>Children are protected from violence, abuse and exploitation and thrive in supportive families and communities.</i>	<i>Increased social inclusion of children, supported through systems, data, evidence and resources.</i>
Outcomes	Policies and budget:	National policies, legislation, strategies and plans are adopted for scaling up of evidence based high impact health interventions, including in fragile and risk-prone contexts.	National policies, legislation, strategies and plans adopted for scaling up of evidence based high impact health interventions including in fragile and risk-prone context.	National policies and plans are in place that support the achievement of global targets for universal access, and the progressive realization of the human right to safe drinking-water and sanitation.	Equity-focused national policies, legislation, strategies and plans are adopted for scaling up of high impact comprehensive nutrition interventions, including in fragile contexts.	National policies and plans are in place with resources and targets included for improving equitable access to quality and inclusive education, including in fragile and risk-prone contexts.	Policy and legal frameworks ensure an effective child protection system, have adequate budgets and governance mechanisms, and are in line with international standards.	Government planning, legislation, budget processes and policy frameworks addressing rights of all children, especially the most disadvantaged, with capacity in place at community and decentralized level for risk informed planning and preparedness.
	Utilization, behaviour and participation	Caregivers know the range and benefits of services available for antenatal, childbirth and young child survival, and have access to and seek out preventative and curative care during pregnancy, childbirth and for their children, including in fragile and risk-prone contexts.	Children and care-givers practicing healthy behaviours, receiving health services/ interventions and social/economic support when required, and with community accountability mechanisms in place, including in fragile and risk-prone context.	All members of the community including disadvantaged groups use safe-drinking water, sanitation and hygiene facilities and services on a continuous, year-round basis.	Children, caregivers and communities applying optimal nutrition and care practices; and seeking preventive, promotive and curative nutrition services for all children, including the most vulnerable.	Children and adolescents, in particular the poorest and from vulnerable groups, are ready for school and accessing formal or non-formal education, including in fragile and risk-prone contexts.	Children and families have the information, knowledge and capacities to protect themselves, and socio-cultural norms, practices and beliefs are conducive to children's protection.	The most disadvantaged and excluded children use social protection system; know about the services; and participate in decision-making processes that affect them.
	Access and quality of services:	Ensure availability of and access to essential evidence based intervention, commodities, equipment, skilled human resources and delivery systems for women's and children's health care at national and subnational levels.	Ensure availability of essential service delivery systems for scaling up HIV interventions, including in fragile and risk-prone context.	Provision of safe and sustainable drinking-water and sanitation services, and hygiene promotion extended to unserved population groups, and inequalities in access are progressively eliminated.	Ensure availability of and access to essential supplies, services, skilled human resources and delivery systems at national and subnational levels for scaling up quality evidence-based and equity-focused nutrition interventions, including in fragile contexts.	Ensure availability of essential resources for school readiness and for delivering primary and secondary quality education, including in fragile and risk-prone contexts.	Ensure an effective child protection system that prevents and responds to violence, abuse, exploitation and neglect, and that strengthens families and communities.	Inclusive cross-sectoral policies and systems that effectively protect children and families from poverty reduce disparities and promote social inclusion and cohesion.
	Humanitarian response	Excess mortality among women and children in humanitarian settings is prevented.	Vulnerability to HIV infection in humanitarian crises is not increased and HIV-related care needs arising from humanitarian crises is met.	Affected population (especially girls, boys and women) have protected and reliable access to sufficient, safe drinking-water and sanitation and hygiene facilities.	The nutritional status of girls, boys and women is protected from the effects of humanitarian crisis.	Core Commitments for Children related to Education: Girls and boys access safe and secure forms of education and critical information for their own well-being.	Children are protected from violence, exploitation, abuse and neglect in humanitarian settings.	Improved systems in place to respond to humanitarian crises and fragile environments.
Output:								

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, behaviour 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 availability, accessibility and quality of necessary commodities and infrastructure; capacity and performance of service-providers; and performance and accountability of institutions.
4. **Humanitarian response:** Core commitments for children.

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

Note:

- Emphasis will be on the most disadvantaged & excluded girls and boys.
- Contribution of UNICEF in development and humanitarian contexts will be reported separately.

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 bottlenecks**
- **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:

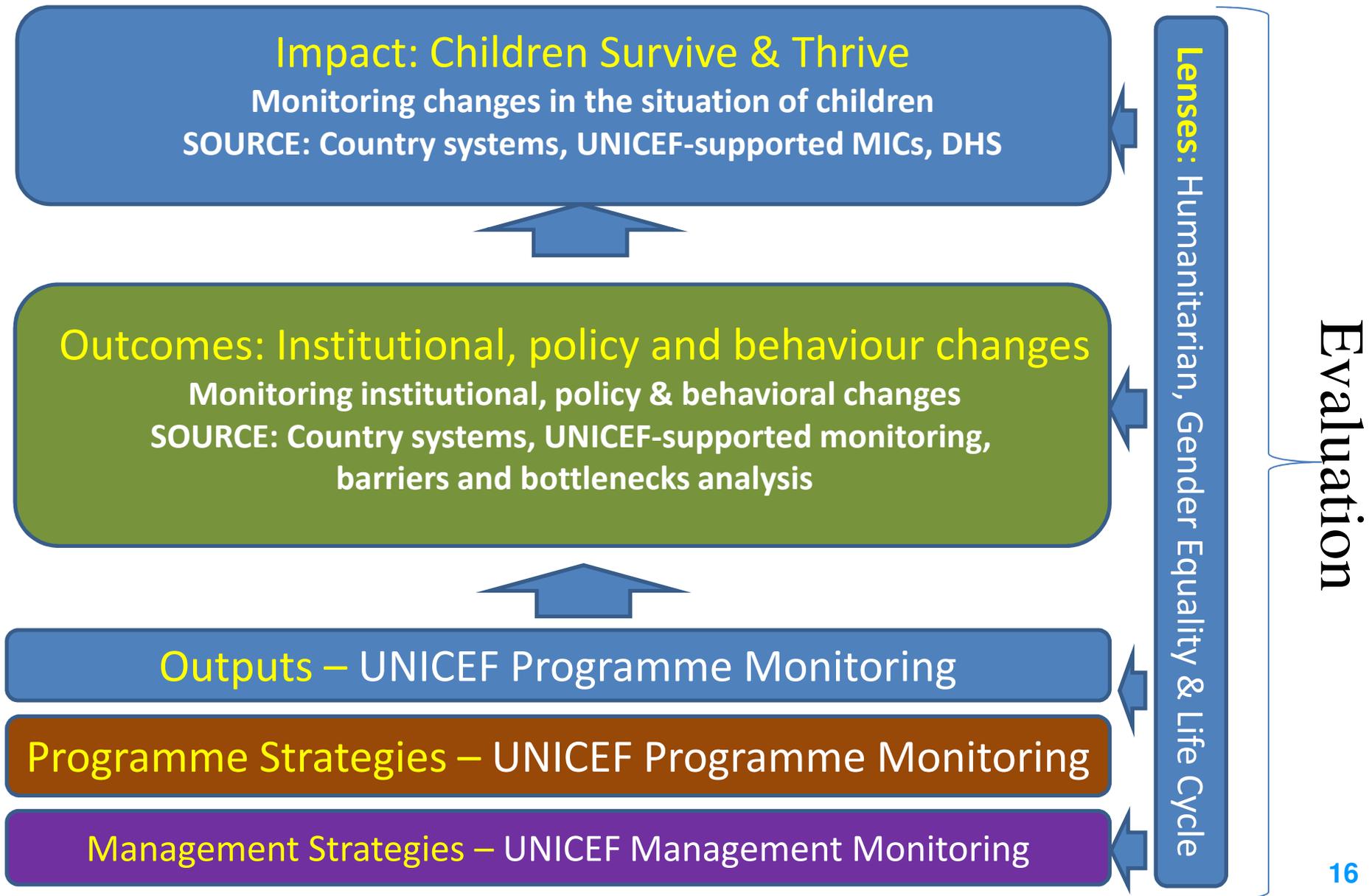
- **Capacity development for system strengthening**
- **Research, evidence & knowledge management**
- **Policy dialogue, advocacy and communication**
- **South-south and triangular cooperation**
- **Communication for Development**
- **Partnerships**
- **Identify and promote effective innovation**
- **Service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

Monitoring and Evaluation



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.**
- **Intensive consultative workshop with Executive Board members - 22nd March.**
- **Informal consultations on first draft full MTSP (May and June).**
- **Draft MTSP submission to June board.**
- **Final adoption of MTSP at the September board.**

Thank you

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