

EVALUATION REPORT

October 2020

Evaluation of the UNICEF Strategic Plan, 2018-2021

EVALUATION OFFICE

ANNEXES



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ANNEX 1: RESULTS ACHIEVED DURING THE STRATEGIC PLAN, 2018-2021

This evaluation of the Strategic Plan (SP) should not be read as an evaluation of UNICEF performance during the period 2018-2021. It does not attempt to link the SP to specific results and, instead, attempts to assess the utility of the SP in guiding the organization over the four years of the Plan's duration. However, available data on the performance of UNICEF programmes and the achievement of results can help to place the SP within a broader organizational context.

This section briefly examines results achievement in UNICEF programming using two main sources: the recently-completed Development Effectiveness Review (DER) 2016-2019 and the Mid-Term Review and Annual Report of the Executive Director for 2019, both published in 2020.

Results achievement per Development Effectiveness Review, 2016-2019

The DER involved a comprehensive review of a sample of 62 evaluation reports published by UNICEF between January 2016 and December 2019.¹ Each evaluation report was examined for evaluation findings which were then classified under 20 specific sub-criteria and categorized under four levels from highly satisfactory to highly unsatisfactory. The resulting distribution provides an overview of UNICEF performance against each sub-criterion. The criteria most relevant to this evaluation are reported under the overall heading of objectives achievement. There are four specific sub-criteria regarding how often and how well UNICEF supported programmes achieve their objectives:

2.1 Programmes and projects achieve their stated humanitarian and development objectives.
2.2 Programmes and projects have resulted in positive benefits for target group members.
2.3 Programmes and projects made differences for a substantial number of beneficiaries.
2.4 Programmes contributed to significant changes in national humanitarian and development policies and programmes.

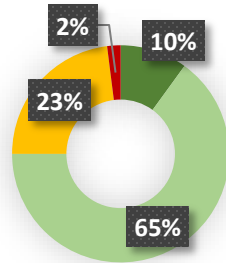
It is clear from the figure below that UNICEF has established a strong track record of positive results. More than three quarters of UNICEF programmes and activities achieve their stated objectives and contribute to expected results. According to the DER, almost all UNICEF-supported programmes (95 per cent) also provided significant benefits to target group members, and 78 per cent of evaluation reports found that the same programmes had significant reach and contributed to national development goals. The overwhelming majority of reviewed evaluations found that UNICEF-supported programmes provide material benefits meeting the needs of the target group; this can be linked to the finding that three quarters of these programmes provide benefits on a national or near-national scale. This suggests that UNICEF-supported programmes are contributing to results at

¹ For a full explanation of the methodology and approach of the DER, see United Nations Children's Fund, '2020 Development Effectiveness Review', UNICEF, New York, 2020, pp. 4-7.

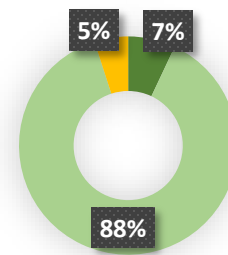
national level and have the potential to make a significant contribution to outcomes for children and adolescents, including the achievement of relevant Sustainable Development Goals (SDGs).²

FIGURE 1 Achieving objectives, providing benefits and reaching national scale

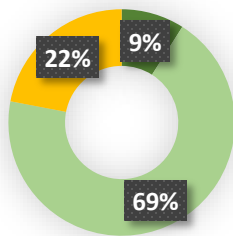
2.1 Programmes achieve stated objectives (n=49)



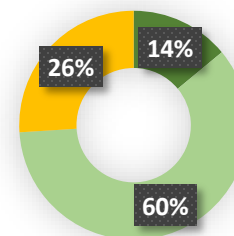
2.2 Positive benefits for target group members (n=60)



2.3 Substantial numbers of beneficiaries (n=54)



2.4 Changes to national policies/programmes (n=42)



The DER results on objectives achievement are very similar to results reported by effectiveness reviews carried out in 2012 and 2016. In sum, UNICEF has a track record, verified in a large sample of published evaluation reports covering a period of more than ten years (2009 to 2019), of consistently high performance in meeting programme objectives, providing tangible benefits to target group members, and doing so at scale. This does not provide a direct measurement of results achieved during the first half of the SP. On the other hand, this strongly indicates that the Plan began with a strong platform and an operational history of achieving programmatic objectives and contributing to relevant and important results.

² Ibid., p.17.

Results achievement and the MTR and the Integrated Results and Resources Framework (IRRF)

In May 2020, the Executive Board received the report³ on the MTR and the annual report for 2019 of the Executive Director. It was supported by a data compendium and scorecard,⁴ which provided detailed evidence across all the indicators of the results framework. Table 2 provides an overview of progress achieved on key results for all five Goal Areas when compared with the milestone targets established in the results framework accompanying the SP.

TABLE 1 Results achievement by goal and results reported in the MTR

Goal Areas and Programmes	Expenses 2018-2020 in Million USD	% of Planned 2018 to 2021 Expenses by 2020	Goal Area Key Achievements	Per cent of Targeted Results Reported on the Mid-Term Review Scorecard by Results Area
	Total expenses	Revised IRRF 2018-21		
1. Every child survives and thrives	5,771	65%	At the output level, UNICEF met or came close to meeting 79% of its milestones with progress rate of over 90% for all nine result areas under this Goal Area <i>(152 countries)</i>	Maternal and Newborn Health (104%)
				Immunization (105%)
				Maternal and newborn health (104%)
				Child Health (111%)
				Stunting (134%)
				Treatment of sever acute malnutrition (99%)
				HIV treatment and care (113%)
				HIV prevention (125%)
				Early childhood development (104%)
				Adolescent health and nutrition (97%)
2. Every child learns	3,033	68%	UNICEF met or came close to meeting 73% of its output targets. The progress rate for all three result areas was over 100% <i>(143 countries)</i>	Education access (121%)
				Learning outcomes (130%)
				Skills development (136%)

³ UNICEF, MTR.

⁴ United Nations Children’s Fund, ‘Data Companion and Scorecard to the Report on the Midterm Review of the UNICEF Strategic Plan, 2018–2021 and Annual Report for 2019 of the Executive Director of UNICEF’, UNICEF, New York, 2020.

3. Every child is protected from violence and exploitation	1,794	67%	UNICEF has progress rates exceeding 90% for two of the three result areas. <i>(152 countries)</i>	Prevention and response service for violence against children (95%)
				Harmful practices (FGM/C) and child marriage (140%)
				Access to justice (78%)
4. Every child lives in a safe and clean environment	2,633	61%	Progress rates were 100% or more for four of the five result areas. Progress was slowest on sanitation <i>(145 countries)</i>	Water (115%)
				Sanitation (89%)
				Disaster risk reduction (100%)
				Children in urban settings (150%)
				Environmental sustainability (150%)
5. Every child has an equitable chance in life	1,228	64%	Progress rates were above 90% for three of the five result areas. Progress was slowest in child poverty and social protection. <i>(154 countries)</i>	Child poverty (77%)
				Social protection (89%)
				Adolescent empowerment (95%)
				Gender (126%)
				Disability (136%)
Total	14,459	65%		

At the time of the MTR, UNICEF had achieved over 90 per cent of the milestones for 2019 in all but four of the 26 results areas identified in the table above, and thus achieved a 'green' status in the scorecard. Two of those four (social protection and sanitation) were at 89 per cent and the remaining two results scored 78 per cent (access to justice) and 77 per cent (child poverty). The MTR also provided examples of the reach of UNICEF programming and its ability to achieve scale for children.⁵

TABLE 2 Reach and scale of UNICEF-supported programmes by Goal Area

Goal Area	Examples of Results Achieved with UNICEF Support
1. Every child survives and thrives	<ul style="list-style-type: none"> • 27.4 million live births delivered in health facilities • 41.3 million children in humanitarian situations vaccinated against measles • 9.4 million children treated with antibiotics for pneumonia • 249 million children received vitamin A supplementation • 4.9 million children admitted for treatment of severe malnutrition

⁵ UNICEF, Report on the midterm review of the UNICEF Strategic Plan, 2018 – 2021 and annual report for 2019 of the Executive Director of UNICEF, May 2020, p.5-15.

2. Every child learns	<ul style="list-style-type: none"> • Over 17 million out-school children participate in early learning, primary or secondary education • Over 12 million children provided with learning materials • Over 4 million children participated in skills development programmes
3. Every child is protected from violence and exploitation	<ul style="list-style-type: none"> • 3.4 million children in humanitarian situations provided with community-based mental health and psychosocial support • 5.7 million adolescent girls received prevention and care interventions to address child marriage • 21.7 million children had their birth registered in 47 countries
4. Every child lives in a safe and clean environment	<ul style="list-style-type: none"> • 18.3 million people gained access to safe drinking water • 15.5 million additional people had gained access to basic sanitation • 57 countries had child-sensitive national or local risk management plans relating to disasters, climate change, conflict or public health
5. Every child has an equitable chance in life	<ul style="list-style-type: none"> • 97 countries had nationally-owned measurement and reporting on child poverty • 51 million children and young people reached by cash transfer programmes • 4 million adolescents participated in or led civic engagement • 5.7 million adolescent girls received prevention and care interventions to address child marriage • 1.7 million children with disabilities reached with services

Summary of results achieved

In summary, both the most recent UNICEF DER and the report of the MTR (and its data companion) identify a consistent pattern of positive performance by UNICEF. UNICEF-supported programmes have been shown to achieve their stated objectives while reaching significant numbers of beneficiaries with programme outputs and services suited to their needs. The evaluation has not tried to establish a causal link between the content and direction of the SP and the results reported here. However, they do suggest that the SP built on a UNICEF comparative advantage in supporting effective programming without any sign of diminished capacity in contributing to positive results.

This assessment shows that the SP contributed to the achievement of the organization's core mandate. The SP was accompanied by a results framework, which provided a clear expectation of results to be achieved during the quadrennial. Thanks to a good monitoring system, UNICEF was able to tally results achieved.

ANNEX 2: EVALUATION QUESTIONS

The five evaluation questions are detailed in the following tables.

Question 1: To what extent is the Strategic Plan, 2018-2021 aligned with the UNICEF mission and the United Nations reform agenda, and to what extent does it contribute to the achievement of the Sustainable Development Goals?		
1.1 To what extent has the Strategic Plan, 2018-2021 contributed to the achievement of the UNICEF mission and child-focused SDGs, especially in relation to the principle of 'Leave No Child Behind'?		
Evidence required to answer the question	Potential indicators	Sources of information
<ul style="list-style-type: none"> ➤ UNICEF mission being achieved. ➤ Achievement of SP targets as related to child-focused SDGs. ➤ Achievement of SP targets as contributing to LNCB, including areas of humanitarian action, gender equality, disability, indigenous, and other vulnerable children. 	<ul style="list-style-type: none"> • Child-focused SDGs • SP results as aligned to SDGs • SP cross-cutting priorities (humanitarian action, gender equality) • SP change strategies and enablers • Evidence from evaluation of the Gender Action Plan, 2018-2021 • Evidence from the ongoing evaluation on the humanitarian and development nexus 	<ul style="list-style-type: none"> ▪ Interviews with UNICEF staff at headquarters, regional and country levels ▪ Convention on the Rights of the Child ▪ Convention on the Rights of Persons with Disabilities ▪ Convention on the Elimination of All Forms of Discrimination against Women ▪ UNICEF Strategic Plans, 2014-2017 and 2018-2021 ▪ Mid-term review of the Strategic Plan 2018-2021 and Lessons Learned ▪ Draft report of the Development Effectiveness Review (2020) ▪ UNICEF Gender Action Plan, 2018-2021 ▪ Annual Reports on the Implementation of the Gender Action Plan ▪ 2019 Evaluation of the GAP. ▪ Annual reports of the Executive Director and data companion ▪ Annual report, all regions and countries ▪ Strategies and annual reports of divisions and offices ▪ UNICEF annual reports on UNICEF humanitarian action ▪ Evaluation of the Coverage and Quality of the UNICEF Humanitarian Response in Complex Humanitarian Emergencies, 2018 ▪ Concept note on evaluation of programming in the humanitarian- development nexus ▪ Programme guidance on programming in the nexus
1.2 To what extent does the SP respond to the Quadrennial Comprehensive Policy Review, especially in relation to the repositioning of UNDS reform?		
Evidence required to answer the question	Potential indicators	Sources of information
<ul style="list-style-type: none"> ➤ UNICEF support to the implementation of: UNGA Resolution 66/288 	<ul style="list-style-type: none"> • Resolution 66/288, 'The future we want' • Resolution 70/1, 'Transforming our World: the 2030 Agenda for Sustainable Development' 	<ul style="list-style-type: none"> ▪ Interviews with selected UNICEF staff at headquarters, regional and country levels ▪ Report of the Secretary-General on Repositioning the United Nations Development System to Deliver on the 2030 Agenda: Ensuring a better future for all ▪ Report of the Secretary-General on the Implementation of the General Assembly resolution 71/243 on the

<p>UNGA Resolution 70/1 UNGA Resolution 71/243 UNGA Resolution 72/279</p> <p>➤ Evolution of joint programming and new ways of working together.</p>	<ul style="list-style-type: none"> • Resolution 71/243, 'Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system' • Resolution 72/279, 'Repositioning of the United Nations development system in the context the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system' 	<p>Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system</p> <ul style="list-style-type: none"> ▪ UNICEF 2019 and 2020 Information Notes to the Executive Board on the implementation of General Assembly Resolution 72/279 on Repositioning the United Nations Development System ▪ UNDP, UNFPA, UNICEF and UN-Women, 'Working together to support implementation of the 2030 Agenda', Annex to the common chapter in the respective strategic plans, 2018-2021 ▪ Joint report on the evaluability assessment of the common chapter to the strategic plans of UNDP, UNFPA, UNICEF and UN-Women
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Question 2: To what extent is the SP fit-for-purpose in a rapidly changing world?

2.1 Does the SP enable UNICEF to identify and prioritize key threats to children across diverse contexts and considering changing global threats, including the ongoing public health emergency, climate change effects, humanitarian crises, and global economic problems.

Evidence required to answer the question	Potential indicators	Sources of information
<ul style="list-style-type: none"> ➤ Goal Areas of the Strategic Plan which span the needs of children across diverse contexts. ➤ Provisions in the Strategic Plan for addressing key global threats in the Decade of Action – such as those observed with COVID- 19, humanitarian crises, global economic /inequality crises, climate change. 	<p>Emerging needs and threats to children vis-à-vis SP Goal Areas and child-focused SDGs.</p> <ul style="list-style-type: none"> • SP mechanisms to identify and act in relation to threats to children. • Evidence that the Strategic Plan has influenced the UNICEF response to COVID-19. • Evidence that the Strategic Plan has influenced the UNICEF response to humanitarian crises and the humanitarian-development nexus. • Evidence that the Strategic Plan has influenced the UNICEF response to climate change. 	<ul style="list-style-type: none"> ▪ Interviews with selected UNICEF staff at HQ, RO and CO levels (especially planning specialists, also management) ▪ UNICEF Strategic Plan, 2018-2021 ▪ Mid-term review of the Strategic Plan ▪ Guidance on implementing the SP ▪ Executive Board meeting reports (including informal sessions) • Executive Director's Annual Reports

Question 3: What are the lessons from the operationalization of the SP?

3.1 To what extent have planned expenses in support of the target areas of the Strategic Plan been achieved?

Evidence required to answer the question	Potential indicators	Sources of information
<ul style="list-style-type: none"> ➤ Systems and processes for allocating resources to programmes, regions and countries in relation to the Strategic Plan. ➤ Achievement patterns of SP targets and their contribution to the child-focused SDGs and LNCB – including humanitarian, gender, disability, indigenous, other vulnerable children left behind in other contexts. ➤ Distribution of resources allocated by SDG vis-à-vis achievement of SP targets and SDGs. 	<ul style="list-style-type: none"> • Opinions and experience of programme managers at global, regional, country level. • Resource allocation targets established in the SP and supporting documents, including the IRRF, by region and selected countries and Goal Areas compared to actual expenses by type of resource (core, regular, etc.) and by Goal Area results indicator • Integrated budget and resource plan compared to actual resource allocation: <ol style="list-style-type: none"> 1. Flexibility: core/regular resources vs earmarked/ programme resources in support to SP targets 2. Adequacy of resources: Resources allocated match those originally planned. 3 Equity: Resources distributed in line with mission of Leave no Child Behind (focus on distribution on LDCs from all regions, including those with higher income levels. 	<ul style="list-style-type: none"> ▪ Expense data compiled for the Executive Director's Annual Report (EDAR) ▪ Expense data from the UNICEF Transparency Portal https://open.unicef.org/ ▪ Regional and country expense data by goal and results area from Vision system ▪ Contextual data on results from https://data.unicef.org/children-sustainable-development-goals/ ▪ Contextual data on results vs targets from the Data Compendium to the Mid-Term Review of the SP (June 2020) ▪ Interviews with selected UNICEF HQ managers (DAPM) ▪ Interviews with a small sample of UNICEF RO and CO staff

Question 4: To what extent has the SP contributed to fostering partnerships and new ways of working?

4.1. Has the SP, including the introduction of the change strategies, fostered partnerships and collaboration with government, private partners, and new ways of working together with sister United Nations agencies, allowing UNICEF to increase, diversify, or promote more innovative ways of working on its portfolio of partners?

Evidence required to answer the question	Potential indicators	Sources of information
<ul style="list-style-type: none"> ➤ Evidence of strategic partnerships developed during the period under review. ➤ New ways of working together or new partnerships that could allow UNICEF to collaborate in more innovative ways, including strategic partnerships with the private sector and with businesses. ➤ Examples of new partnership initiatives that have led to more innovative outcomes, including partners supporting innovative services, innovative ways of collaborating, innovative ways of managing the organization. ➤ Collaboration of UNICEF with other United Nations agencies to offer governments more coherent and coordinated support. 	<ul style="list-style-type: none"> • Patterns / trends in diversification of partners (IFIs and multilateral organizations; corporate partners; United Nations agencies, NGOs, etc.) • UNICEF MTR findings and evidence • Opinions and experience of UNICEF senior staff responsible for partnership • Opinions and experience of UNICEF partners, senior staff and UNCTs • Results from the 2019 common chapter evaluability assessment survey. 	<ul style="list-style-type: none"> ▪ Interviews with selected UNICEF staff at HQ, RO and CO levels ▪ Representatives from agencies partnering with UNICEF (IMF, Bill and Melinda Gates Foundation) ▪ United Nations Resident Coordinators ▪ SP ▪ MTR ▪ UNICEF Private Sector IMPACT Plan, 2018-2021 ▪ UNICEF Private Fundraising and Partnerships: 2019 workplan and proposed budget ▪ UNICEF guidance on engagement with business: programme guidance for country offices, 2019 ▪ Advocacy with Business Toolkit 2020 ▪ Internal Audit of the Private Fundraising and Partnership Division, 2019 ▪ Evaluation of Innovation in UNICEF Work ▪ UNDS documentation ▪ Survey results (UNICEF partnering with governments) ▪ Survey results (evaluability assessment of the common chapter)

Question 5: To what extent has the SP enabled UNICEF country offices to support national priorities to achieve child-focused Sustainable Development Goals?

5.1. Does UNICEF, through the SP, provide practical approaches and strategies to allow governments in different contexts to fully implement and accelerate actions towards child-focused SDGs?

Evidence required to answer the question	Potential indicators	Sources of information
<ul style="list-style-type: none"> ➤ Evidence that UNICEF country offices transmit to governments the importance of a holistic approach to child-focused SDGs as linked to the SP, including the importance of trade-offs and interlinkages between SDGs targets. ➤ Examples of country programme approaches (including programme development, implementation and follow-up) as linked to the SP that allow UNICEF to effectively support national priorities in relation to the child-focused SDGs during the Decade of Action. ➤ Examples of innovative and adaptable approaches to country programme development and implementation to effectively support current child-centered national priorities, in the context of transitions to new strategic plans. 	<ul style="list-style-type: none"> • Evidence for accelerating child-related SDGs caused directly by SP-guided CO intervention. • Qualitative evaluation of whether countries implement child-focused SDGs under a holistic approach. • Identification of countries with successful programme implementation that supports national priorities. • Identification of the best practices of successful programme implementation. 	<ul style="list-style-type: none"> ▪ Virtual interviews with a selected sample of country officers and counterpart national government officials. ▪ Country programme documents (CPDs) and situation analysis reports. ▪ Country programme management plans (CPMP). ▪ Programme strategy notes for CPDs. ▪ Country Office Annual Report (COAR). ▪ SP, MTR and other evaluation documents. ▪ Government SDG implementation strategies. ▪ Interview with UNICEF officials to detect potential countries where innovative programmes have been put in place. ▪ Virtual interviews with a small and selected sample of country offices. ▪ In-depth case study into 3 concrete examples of specific programme implementations.

ANNEX 3: EVALUATION TEAM



Marie-Hélène ADRIEN

Dr. Marie-Hélène Adrien is a senior consultant with 30 years of experience in evaluation in international development on behalf of bilateral agencies, private foundations, and multilateral agencies, including UNICEF. Dr. Adrien specializes in evaluations of organizational structures, networks and partnerships and has led the evaluations of the Global Partnership on Education, the monitoring, evaluation and learning of the UNICEF-Bill and Melinda Gates Foundation (BMGF) Partnership Strategy, and the evaluation of the partnership between BMGF, UNICEF and WHO. Originally from Haiti, Dr. Adrien has conducted field missions in numerous countries in Asia, Africa, the Caribbean, and South America. She is fluent in four languages (French, English, Spanish, and Creole) and has extensive experience consulting in multicultural settings. Dr. Adrien possesses a Ph.D., a master's degree in administration, and a B.Sc. from McGill University and is a credentialed evaluator with the Canadian Evaluation Society. She is a member of the Board of the International Development Evaluation Association (IDEAS) and represents IDEAS on EvalPartners.



Ted FREEMAN

Ted Freeman has over 35 years of experience as a practitioner and team leader in international development. Most recently, he has been engaged in developing and furthering practice in theory-based evaluation including both quantitative impact evaluation and contribution analysis. He has collaborated with John Mayne on developing approaches and tools for the use of contribution analysis in development programme evaluations. In the past five years, he has served as team leader for a series of multi-disciplinary, multi-country evaluations of large bilateral and multilateral programmes with a focus on health and sexual and reproductive health and rights (SRHR). These include an evaluation of Denmark's global support to SRHR, the evaluation of the multi-agency H6 programme, and evaluations of the UNFPA Supplies Programme and UNFPA support to the global response to HIV. In 2013, 2016 and 2020, Mr. Freeman served as team lead for meta-synthesis of the findings of published UNICEF evaluations.



Gonzalo HERNÁNDEZ LICONA

Dr. Gonzalo Hernández Licona is now the Director of the Multidimensional Poverty Peer Network (MPPN-OPHI), where he coordinates 60 countries and 19 international institutions to advance and exchange ideas about implementing multidimensional poverty indicators. He is also an expert in country-led evaluations, working as a consultant for UNICEF. He was the Executive Secretary of the National Council for the Evaluation of Social Policy (CONEVAL) between 2005 and 2019, where he coordinated the evaluation of the measurement of poverty at the national, state and municipality levels. From 2020 to 2005 he was the General Director of Monitoring and Evaluation at the Ministry of Social Development of Mexico. Between 1991 and 2002 he was professor at the Instituto Tecnológico Autónomo de México (ITAM). He was board member of the International Initiative for Impact Evaluation (3ie) between 2008-2018. He also was part of the Group of 15 Independent Scientists who wrote the 2019 Global Sustainable Development Report for the United Nations. Gonzalo has a Ph. D. in Economics from Oxford University, an M. A. in Economics from the University of Essex and a B. A. from ITAM.



Hubert PAULMER

Dr. Hubert Paulmer is an evaluation and management professional with more than 25 years of experience in planning and managing complex evaluations and multi-sectoral international projects in private and public sectors across in more than 60 countries. In the past five years, he has served as the team leader for evaluations of G-20 initiatives, the Platform for Agricultural Risk Management (for IFAD) and Agricultural Market Information System (for FAO), the Global Programme of UN Women and the Coca-Cola Company for Women's Economic Empowerment and Integration into Value Chains, the Global Strategy to Improve Agricultural and Rural Development (funded by BMGF and DFID), the Global Plans of Air Navigation and Aviation Safety for ICAO and the independent evaluation of the Global Green Growth Institute's progress against its Strategic Plan, 2015-2020. He has also been the co-lead on the UNICEF Development/ Programme Effectiveness Reviews of 2016 and 2020, and the lead evaluator of FAO work on statistics. He also developed the Partnership Strategy for UNEG. He is a member of the Credentialing Board of the Canadian Evaluation Society.



Jean Serge QUESNEL – Team Leader

Jean Serge Quesnel is a Credentialed Evaluator with the Canadian Evaluation Society. He was Adjunct Professor at the School of Public Policy and Administration of Carleton University and is currently Associate Professor at the École nationale d'administration publique of the University of Quebec. He was also a Senior Course Facilitator at the United Nations System Staff College. He was a member of the United Nations Expert Panel on measuring results of the Sustainable Development Goals. He was Chair of the OECD-DAC Expert Group on evaluation, founding president of the Evaluation Cooperation Group of the International Financial Institutions and chair of the United Nations Working Group on Evaluation Norms and Standards and of the United Nations Working Group on evaluation capacity development. He was Director of the Evaluation Offices of the Canadian International Development Agency, the Interamerican Development Bank and the United Nations Children Fund. He has also been recognized by the International Organization for Cooperation in Evaluation and *EvalPartners* for the development of evaluation worldwide thanks to his contributions to the creation of numerous evaluation networks and associations at the national, regional and global levels.



Faith TEMPEST

Faith Tempest has almost 30 years of experience working in international development, initially in programme design and management, subsequently in social development (poverty, equity and gender), aid effectiveness, and United Nations Coherence. In the past seven years, Faith has focused on evaluation and has undertaken a number of major assignments for the UNICEF Evaluation Office, including an assessment of the UNICEF Evaluation Management Response system, drafting the 2018 Revised Evaluation Policy, and developing guidance on undertaking country programme evaluations. Faith has also been a team member on strategic reviews and evaluations, including the Mid-Term Review of the United Nations Evaluation Group Strategy, 2014-2017, and the Evaluation of the Architecture supporting operationalization of the UNFPA Strategic Plan, 2014-2017.



Paola Vela de la Garza Evia – Research Assistant

Paola Vela de la Garza Evia is a young economist with work experience in the field of multidimensional poverty measurement, data analysis and social programme evaluation. Paola worked as a senior data analyst at the Mexican National Council for the Evaluation of Social Development Policy (CONEVAL) from 2016 to 2019. Paola holds a master's degree in economics from the Center for Research and Teaching in Economics (CIDE) and a bachelor's degree in political science from the University of Monterrey (UDEM).

ANNEX 4: LIST OF INFORMANTS OF THE EVALUATION

1. Bernt Aasen – Regional Director a.i., Latin America and Caribbean
2. Omar Abdi – Deputy Executive Director, Programmes
3. Victor Aguayo – Associate Director and Global Chief of Nutrition
4. Sadij Ali – Associate Director, Human Resources Division (HRD)
5. David Anthony – Chief of Policy, Office of Research
6. Thomas Asare – Comptroller, Division of Finance and Management (DFAM)
7. Joseph Barnes – Chief, Programme Monitoring, Division of Data, Analytics, Planning and Monitoring (DAPM)
8. Gaia Bellia – Programme Officer, Office of the Director, Programme Division (PD)
9. Rosangela Berman Bieler – Senior Adviser, Children with Disability
10. Niall Boot – WASH Specialist, PD
11. Ted Chaiban – Regional Director, Middle East and North Africa
12. Laurence Christian Chandy – Director, Office of Global Insight and Policy
13. Daniel Couture – Chief Information Officer, Information and Communication Technology for Development (ICTD)
14. Marcio De Carvalho – Senior Planning Specialist, Office of the Executive Director (OED)
15. Eri Dwivedi – Child Protection Specialist
16. Mary Louise Eagleton – Chief Strategic Planning, Private Fundraising and Partnerships Division (PFP)
17. Jan Eijkenar – Chief, Humanitarian Evidence and Learning, Office of Emergency Programmes (EMOPS)
18. Mohamed Moustapha Malik Fall – Regional Director, Eastern and Southern Africa
19. Manuel Fontaine – Director, EMOPS
20. Andres Franco – Deputy Director, Public Partnerships Division (PPD)
21. Vidhya Ganesh – Director, DAPM
22. Thomas George – Senior Adviser, Urban Programming
23. Meghan Gilgan – Deputy Director, PPD
24. Charlotte Petri Gornitzka – Deputy Executive Director, Partnerships
25. Jean Gough – Regional Director, South Asia
26. Carla Haddad Mardini – Director, PPD
27. Jumana Haj-Ahmad – Chief, Adolescent Development
28. Mark Hereward, Associate Director, Data and Analytics, DAPM
29. Karin Hulshof – Regional Director, East Asia and Pacific
30. Ganna Iatsiuk – Programme Specialist, Strategic Planning, Implementation, Monitoring and Reporting, DAPM
31. Priscilla Idele – Deputy Director, Office of Research, Innocenti
32. Ratna Jhaveri – Programme Manager, Human Rights
33. Etleva Kadilli – Director, Supply Division (SD)
34. Masahiro Kato – Early Childhood Development Specialist
35. Timothy Takona – Chief, Organizational Performance Management, DAPM

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37. Afshan Khan – Regional Director, Europe and Central Asia
38. Fayaz King – Deputy Executive Director, Field Results and Innovation
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42. Kirsi Madi – Chief of Staff, OED
43. David Matern – Senior Adviser, Multilateral and Intergovernmental Partners
44. Kerida McDonald – Senior Adviser, Communication for Development
45. Eva Mennel – Director, HRD
46. Ronald De Castro Magnaye – Chief, Strategic Planning and Operations, HRD
47. Jane Mwangi – Chief of Humanitarian, EO
48. Robin Nandy – Principal Adviser and Chief of Immunization
49. Kelly Ann Naylor – Associate Director, Water Sanitation and Hygiene
50. Gunilla Olsson – Director, Office of Research
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54. Maria Peel – Programme Specialist, Office of the Director, PD
55. Vincent Petit – Chief, Communication for Development
56. Beth Ann Plowman – Senior Evaluation Specialist, EO
57. Marie-Pierre Poirier – Regional Director, West and Central Africa
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59. Nicholas Rees – Programme Specialist, Climate, Environment, Resilience and Peace
60. Nicolas Reuge – Senior Adviser Education, PD
61. Lauren Rumble – Principal Adviser, Gender and Chief of Gender and Rights Section, PD
62. Valentina Ruta – Early Childhood Development Officer, PD
63. Cecilia Sanchez Bodas – Programme Specialist, Climate, Environment, Resilience and Peace, PD
64. Shane Shiels – Chief, Programme Monitoring, DAPM
65. Gary Stahl – Director, PFP
66. David Stewart – Chief, Child Poverty and Social Protection, PD
67. Abheet Solomon – Senior Programme Manager, Health Section, PD
68. Hannan Sulieman – Deputy Executive Director, Management
69. Vanya Tsutsui – Nutrition Specialist, PD
70. Sanjay Wijesekera – Director, PD
71. Cornelius Williams – Associate Director and Global Chief of Child Protection, PD
72. Rosanne Wong – Gender, Planning and Programme Specialist, PD
73. David Matern Zeenath – United Nations Public Partnership Officer, PPD
74. Stephen S. Zimmerman – Director, Office of Internal Audit and Investigations

UNICEF Country-level Informants

75. Wayne Bacale – Chief of management for results, India
76. Ephrem Belay – Planning, Monitoring and Evaluation Specialist, Somalia

- 77. Luisa Brumana – UNICEF Representative, Argentina
- 78. Arjan de Wagt – Chief, Nutrition Section and Deputy for Programmes, India
- 79. Rana Flowers – UNICEF Representative, Vietnam
- 80. Arthur van Diesen – UNICEF Representative, Kazakhstan
- 81. Thomas Donahue – Planning Officer, Somalia
- 82. Lucia Elmi – UNICEF Representative, Mali
- 83. Sheema Sen Gupta – Deputy Representative, Afghanistan
- 84. Yasmin Haque – UNICEF Representative, India
- 85. Fernando Jambrina – Evaluation Specialist, Nicaragua
- 86. Aboubacar Kampo – UNICEF Representative, Afghanistan
- 87. Muriel Mafico – Deputy Representative, South Africa
- 88. Lesley Miller – Deputy Representative, Vietnam
- 89. Jesper Moller – Deputy Representative, Programmes, Somalia
- 90. Anselme Motcho – Deputy Representative, Somalia
- 91. Hoa Ngo – Chief of Policy and Evaluation, Vietnam
- 92. Bo Viktor Nylund – UNICEF Representative, Syria
- 93. Jalpa Ratna – Chief of Field Services, India
- 94. Paulo Sassarao – Deputy Representative, Nicaragua
- 95. Werner Schultink – UNICEF Representative, Somalia
- 96. Sid Shrestha – Communication for Development, India

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- 97. Tomaz Bergoc – Executive Director, Slovenia
- 98. Key Cheol Lee – Executive Director, Korea
- 99. Christian Schneider – Executive Director, Germany

External Informants

- 100. Nader Sheik Ali – Government Official, Syria
- 101. Aynura Ayupkhanova – Government Official, Kazakhstan, General Director of Republican Centre for Health Development
- 102. Yakup Beris – UNDP Resident Representative, Kazakhstan
- 103. Antonio Molpeceres – United Nations Resident Coordinator, Mexico
- 104. Abdul Qadir Qadir – Deputy Minister of Administration and Finance, Ministry of Public Health, Afghanistan
- 105. Jamshed Ali Tanoli – Coordinator, Health Sector, World Health Organization, Syria
- 106. Renata Dessallien – United Nations Resident Coordinator, India
- 107. Mohammad Asif Wafa – Project Management Specialist, Water Team, Office of Infrastructure (USAID - Afghanistan)

ANNEX 5: CRITERIA USED TO CHOOSE THE SAMPLE OF COUNTRIES

Definitions used for contextual criteria

Criteria	Definition
Region	The CO is located under which UNICEF region
Income level	World Bank income classification for 2021
Progress towards SDGs	Whether the CO is on- or off-track in achieving SDGs according to the Sustainable Development report 2020 by Sachs et al.
Humanitarian context 2019 and 2020	Whether the country experience(s)(d) a humanitarian emergency in 2019 and 2020
Frequency with which the country is sampled for other research purposes	Desk research and field visits undertaken in the CO from 2018 to 2020
Resources spent by UNICEF in the COs in 2019	Resources spent by UNICEF in the COs in 2019

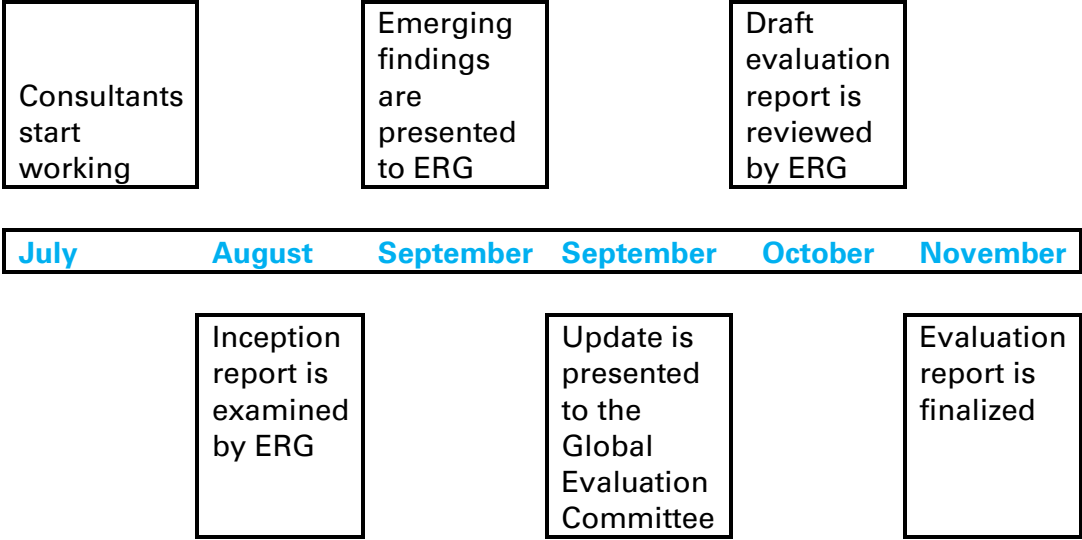
Overview of selected sample of countries according to contextual criteria

SDG Progress*									
Country	Region	Income	SD G2	SD G3	SD G4	SD G5	Spending (2019)	Eval Frequency	CPD- Programming focus areas
Vietnam	EAPRO	Lower middle income	Off	Off	On	Off	10-50 M	1	Accountability and systems-building for child protection; Early childhood development; Programme partnership; and Communication for child rights.
Kazakhstan	ECA	Upper middle income	Off	Off	On	On	<10 M	2	Equity and inclusion for children; Adolescents and families in health; Education and social protection; and Enhancing protective environments for children.
Somalia	ESARO	Low income	Off	Off		Off	>50 M	6	Access to health services; Optimal nutrition; Quality education; Child protection; Social protection; and Programme effectiveness.
South Africa	ESARO	Upper middle income	Off	Off	Off	On	<10 M	4	Focus on strategies (systems strengthening, social mobilization, advocacy, partnerships, innovations, and evidence generation) to achieve outcomes in child health and well-being, early childhood, primary and secondary education, adolescent development, child protection, and social policy.
Argentina	LACRO	Upper middle income	Off	Off	On	On	10-50 M	3	Social inclusion and child rights monitoring; Promotion of early childcare; Focus on adolescence- secondary education; Reducing adolescent pregnancy and suicide; and Protection and

justice for children and adolescents.

Nicaragua	LACRO	Lower middle income	Off	Off	Off	On	<10 M	0	Child survival and development; Quality and equitable education; and Protection of children from violence.
Syria	MENA	Low income	Off	Off	Off	Off	>50 M	2	Humanitarian response; Health and nutrition; Water, sanitation, and hygiene; Education; Adolescent development and participation; and Child protection.
Afghanistan	ROSA	Low income	Off	Off	Off	Off	>50 M	5	Health; Nutrition; Water, sanitation, and hygiene; Child protection; Education; Social inclusion; Humanitarian response; Gender; and Cross-sectoral.
India	ROSA	Lower middle income	Off	Off	On	Off	>50 M	4	Reduction of child and maternal mortality; Reduction of undernutrition of children and adolescent girls; Safe and sustainable water, sanitation, and hygiene services; Inclusive education; and Protection of children from violence, abuse and exploitation.
Mali	WCARO	Low income	Off	Off	Off	Off	>50 M	5	Health; Nutrition; Birth registration; Water and sanitation; Protection; Education; Prevention of violence; and Adolescent empowerment.

ANNEX 6: TIMELINE OF THE EVALUATION OF THE STRATEGIC PLAN, 2018-2021



ANNEX 7: MEMBERS OF THE EVALUATION REFERENCE GROUP

The role of the evaluation reference group (ERG) was to provide advice and comments on the products prepared by the evaluation team. Fabio Sabatini, Senior Evaluation Adviser in the UNICEF Evaluation Office was the chair of the ERG. The seven members were:

Pernille Ironside	Deputy Director, Division of Data, Analytics, Planning and Monitoring
Carlos Acosta	Regional Chief of Planning for Europe and Central Asia
Jan Eijkenaar	Chief of Humanitarian Evidence and Learning, Office of Emergency Programmes
Lieke van de Wiel	Regional Chief of Programme and Planning for Middle East and North Africa
Genevieve Boutin	Deputy Director, Programme Division
Mary Louise Eagleton	Chief of Planning, Private Fundraising and Partnerships Division
Yulia Krieger	Senior Adviser, Public Partnership Division

ANNEX 8: THEORY OF CHANGE OF THE STRATEGIC PLAN, 2018-2021

Summarizing a global theory of change (ToC) for a highly decentralized organization such as UNICEF is challenging, because so many of the expected results and related implementation strategies are nationally-led and specific to contexts. Furthermore, the change processes that are needed to realize the rights of all children, especially the most disadvantaged, are often non-linear and challenging to plan or predict with enough detail for the short to medium term. Therefore, the ToC for the work of UNICEF globally needs to strike a balance: It must be rigorous and specific enough to provide strategic direction for the organization as a whole, while being flexible enough to allow sufficient scope for planning and decision-making based on the local context through country programmes of cooperation.

The impact statement of the Strategic Plan, 2018–2021, is *“Realizing the rights of every child, especially the most disadvantaged”*. This is envisaged to be achieved through five Goal Areas:

- (a) Every child survives and thrives;
- (b) Every child learns;
- (c) Every child is protected from violence and exploitation;
- (d) Every child lives in a safe and clean environment;
- (e) Every child has an equitable chance in life.

The figures below summarize the global configuration of the SP.

FIGURE 2 The result framework architecture

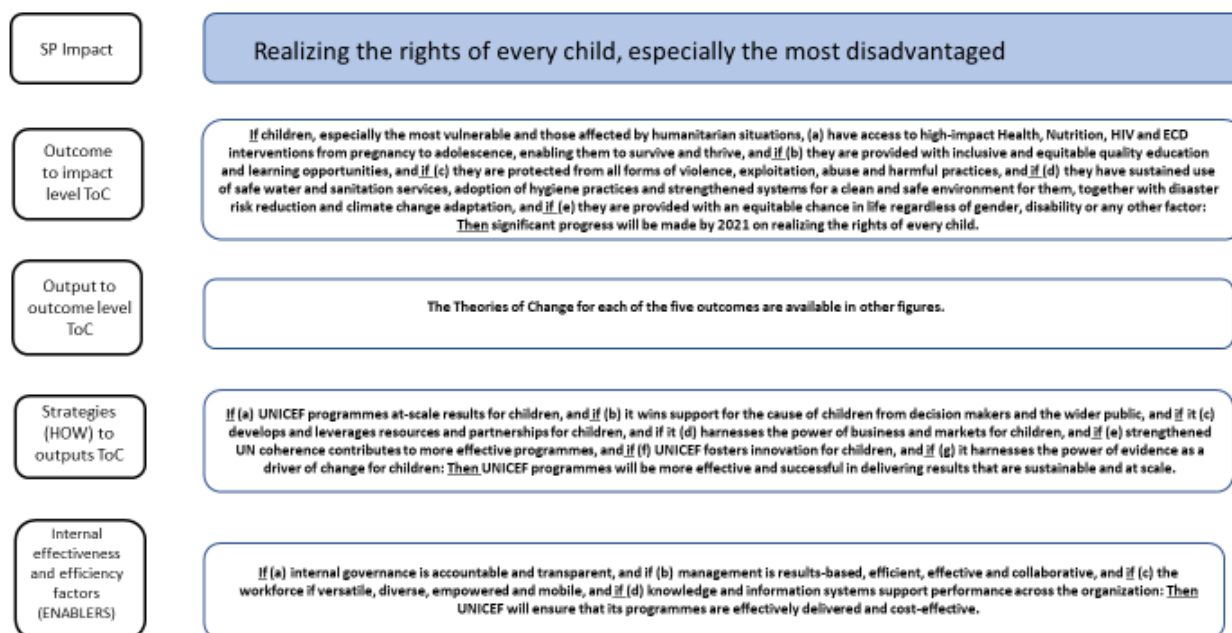


FIGURE 3 Theory of change for the Strategic Plan, 2018-2021



The strategic outcomes are the following:

Strategic Outcome 1: Girls and boys, especially those that are marginalized and those in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence, enabling them to survive and thrive.

Strategic Outcome 2: Girls and boys, especially the most marginalized and those affected by humanitarian situations, are provided with inclusive and equitable quality education and learning opportunities.

Strategic Outcome 3: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices.

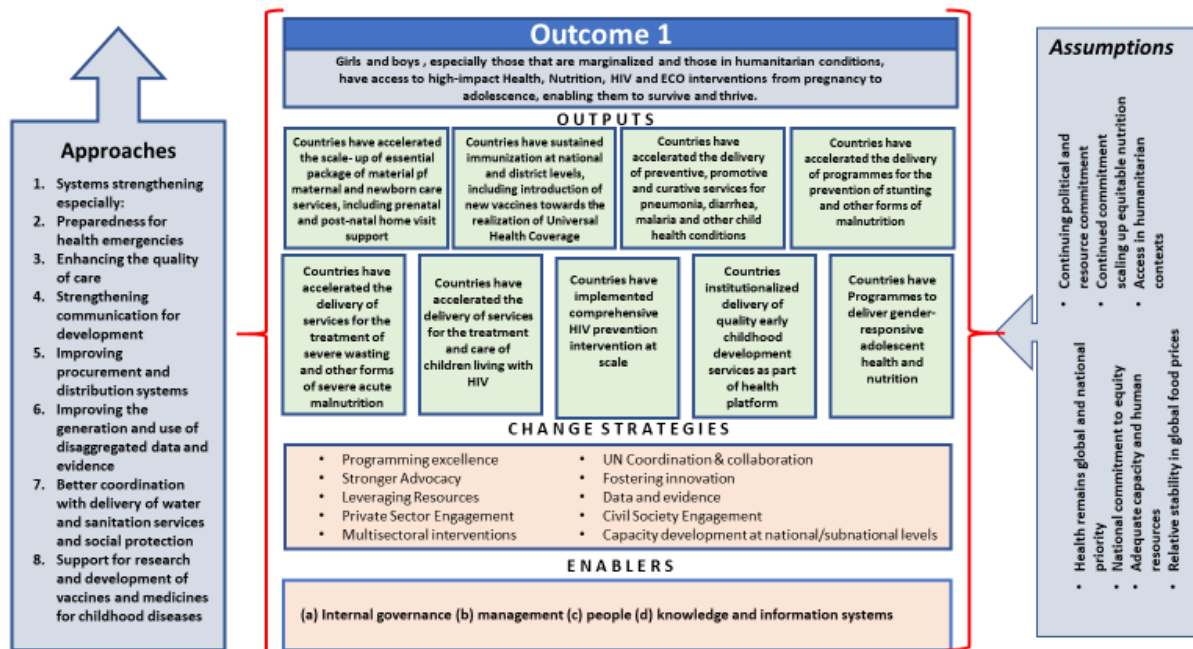
Strategic Outcome 4: Girls and boys, especially the most vulnerable and those affected by humanitarian situations, live in a safe and clean environment.

Strategic Outcome 5: Girls and boys are provided with an equitable chance in life.

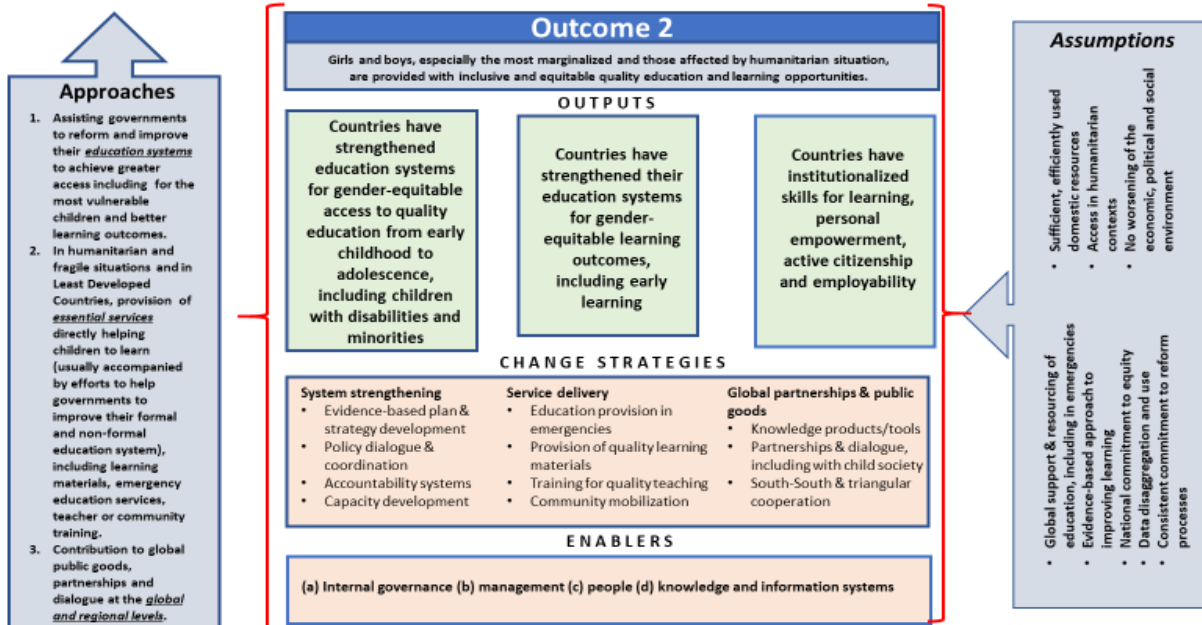
For each of the strategic outcomes, a ToC was developed. The figures below summarize the ToCs for each strategic outcome.

FIGURE 4 Theories of change for the Strategic Plan, 2018-2021 by outcome

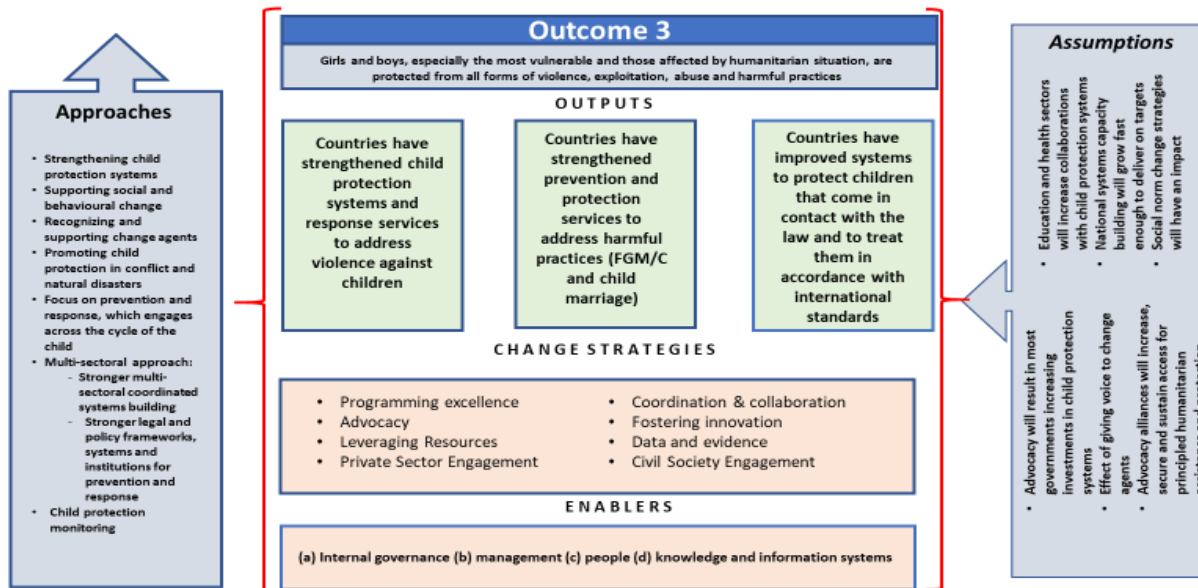
THEORY OF CHANGE FOR STRATEGIC OUTCOME 1



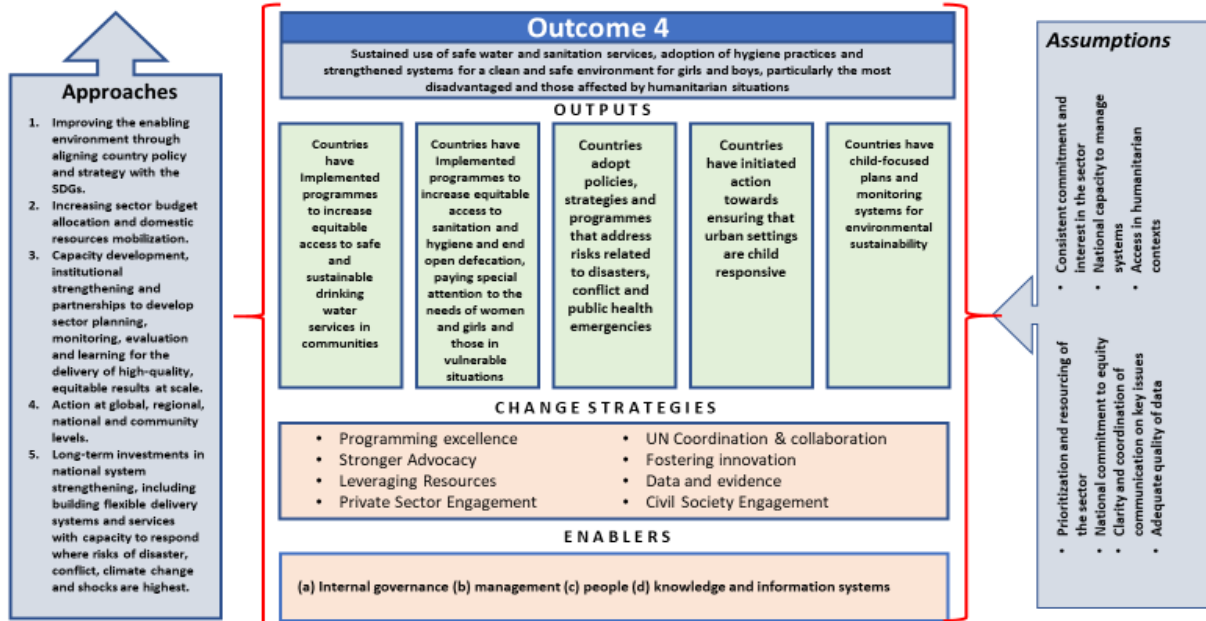
THEORY OF CHANGE FOR STRATEGIC OUTCOME 2



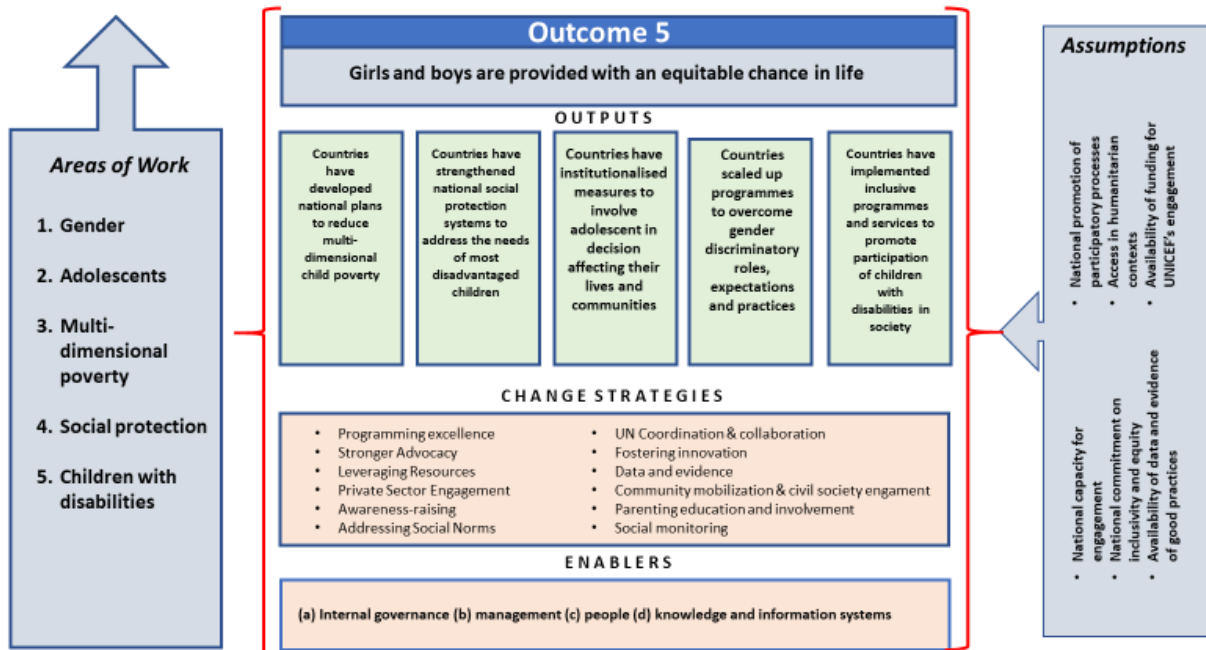
THEORY OF CHANGE FOR STRATEGIC OUTCOME 3



THEORY OF CHANGE FOR STRATEGIC OUTCOME 4



THEORY OF CHANGE FOR STRATEGIC OUTCOME 5



Source of the five theories of change: UNICEF, (2017), Theory of Change Paper, UNICEF Strategic Plan, 2018-2021 - UNICEF/2017/EB/11

ANNEX 9: UNICEF MISSION

At its First Regular Session on 22 January 1996, the UNICEF Executive Board approved the Mission of UNICEF. Document E/ICEF/1996/AB/L.2 indicates the Mission as being:

UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries, particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children – victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In coordination with the United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care.

UNICEF is non-partisan and its cooperation is free of discrimination. In anything it does, the most disadvantaged children and the countries in greatest need have priorities.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social and economic development of their communities.

UNICEF works with all its partners toward the attainment of the sustainable human development goals adopted by the world community and the realisation of the vision of peace and social progress enshrined in the Charter of the United Nations.

ANNEX 10: CONVENTION ON THE RIGHTS OF THE CHILD

The Convention on the Rights of the Child and the UNICEF Strategic Plan, 2018-2021

Article	Description	Addressed in the SP 2018-2021
1	Child as “every human being below the age of eighteen years “, unless the national law considers majority attained at an earlier age.	Definition of the child
2	The rights safeguarded in the Convention shall be ensured without any discrimination of any kind	Non-discrimination
3	In all actions concerning children the best interest of the child shall be of primary consideration.	Best interests of the child
4	Governments must do all they can to make sure every child can enjoy their rights by creating systems and passing laws that promote and protect children’s rights.	Implementation of the Convention
5	The state shall respect the responsibility, rights and duties of the parents or extended family.	Parental guidance and a child’s evolving capacities
6	Every child has the inherent right to life.	Life, survival and development
7	The child has the right to a name, to acquire a nationality and to know and be cared for by its parents.	Birth registration, name, nationality, care
8	The child has the right to identity and nationality.	Protection and preservation of identity
9	The child has the right not to be separated from its parents, except in its best interests and by a judicial procedure.	Separation from parents
10	Governments must respond quickly and sympathetically if a child or their parents apply to live together in the same country. If a child’s parents live apart in different countries, the child has the right to visit and keep in contact with both.	Family reunification
11	Governments must do everything they can to stop children being taken out of their own country illegally by their parents or other relatives or being prevented from returning home.	Abduction and non-return of children
12	The child has the right to express views on all matters affecting him/her and the child’s views should be given due weight.	Respect for the views of the child
13	The child has the right to freedom of expression, including the right to seek, receive and impart information and ideas of all kind.	Freedom of expression
14	The right of the child to freedom of thought, conscience and religion shall be respected.	Freedom of thought, belief and religion
15	The child has the right to freedom of association and peaceful assembly.	Freedom of association
16	No child shall be subjected to arbitrary or unlawful interference with his/her privacy, family, home or correspondence; the child should be protected from unlawful attacks on his/her honour and reputation.	Right to privacy
17	The State shall ensure the right of the child to access to information and material from national and international sources	Access to information from the media
18	Parents have the prime responsibility for the upbringing and development of the child.	Parental responsibilities and state assistance

19	The State shall take all legislative, administrative, social and educational measures for the protection of the child from all forms of physical or mental violence, injury, abuse, neglect, maltreatment or exploitation.	Protection from violence, abuse and neglect
20	If a child cannot be looked after by their immediate family, the government must give them special protection and assistance. This includes making sure the child is provided with alternative care that is continuous and respects the child's culture, language and religion.	Children unable to live with their family
21	Governments must oversee the process of adoption to make sure it is safe, lawful and that it prioritizes children's best interests. Children should only be adopted outside of their country if they cannot be placed with a family in their own country.	Adoption
22	If a child is seeking refuge or has refugee status, governments must provide them with appropriate protection and assistance to help them enjoy all the rights in the Convention. Governments must help refugee children who are separated from their parents to be reunited with them.	Refugee children
23	A child with a disability has the right to live a full and decent life with dignity and, as far as possible, independence and to play an active part in the community. Governments must do all they can to support disabled children and their families.	Children with a disability
24	The child has the right to the highest attainable standard of health care, with emphasis on primary health care, the development of preventive health care.	Health and health services
25	If a child has been placed away from home for the purpose of care or protection (for example, with a foster family or in hospital), they have the right to a regular review of their treatment, the way they are cared for and their wider circumstances.	Review of treatment in care
26	The child has the right to benefit from social security.	Social security
27	The child has the right to a standard of living which will allow physical, mental, spiritual, moral and social development.	Adequate standard of living
28	The child has the right to education. The State shall make primary education compulsory and available and free to all and encourage the development of different forms of secondary education, make them available to every child. School discipline shall be administered in a manner consistent with the child's dignity. Education should be directed to the development of the child's personality, talents and abilities, the respect for human rights and fundamental freedoms, responsible life in a free society in the spirit of peace, friendship, understanding, tolerance and equality, the development of respect for the natural environment.	Right to education
29	Every child has the right to relax, play and take part in a wide range of cultural and artistic activities.	Goals of education
30	The child has the right to enjoy his/ her own culture.	Children from minority or indigenous groups
31	The child has the right to rest and leisure, to play and freely participate in cultural life and the arts.	Leisure, play and culture
32	The child shall be protected from economic exploitation and from performing work that is hazardous to his/her life and development.	Child labour
33	The child shall be protected from illicit use of narcotic drugs.	Drug abuse
34	The child shall be protected from all forms of sexual exploitation and sexual abuse, the use of children in prostitution or other unlawful sexual practices, in pornographic performances and materials.	Sexual exploitation
35	Governments must protect children from being abducted, sold or moved illegally to a different place in or outside their country for the purpose of exploitation.	Abduction, sale and trafficking

36	Governments must protect children from all other forms of exploitation, for example the exploitation of children for political activities, by the media or for medical research.	Other forms of exploitation
37	Children must not be tortured, sentenced to the death penalty or suffer other cruel or degrading treatment or punishment. Children should be arrested, detained or imprisoned only as a last resort and for the shortest time possible. They must be treated with respect and care and be able to keep in contact with their family. Children must not be put in prison with adults.	Inhumane treatment and detention
38	The State shall take all feasible measures to protect and care for children affected by armed conflict.	War and armed conflicts
39	Children who have experienced neglect, abuse, exploitation, torture or who are victims of war must receive special support to help them recover their health, dignity, self-respect and social life.	Recovery from trauma and reintegration
40	Every child accused of having committed an offence or crime should be guaranteed to be presumed innocent until proven guilty, to have legal assistance in presenting his/her case, not to be compelled to give testimony or to confess guilt, to have his/ her privacy fully respected, to be dealt with in a manner appropriate to their age, circumstances and wellbeing. Neither capital punishment nor life imprisonment without possibility of release shall be imposed for offences committed by children below the age of 18.	Juvenile justice
41	If a country has laws and standards that go further than the present Convention, then the country must keep these laws.	Respect for higher national standards
42	Governments must actively work to make sure children and adults know about the Convention.	Knowledge of rights
43	For the purpose of examining the progress made by States Parties in achieving the realization of the obligations undertaken in the present Convention, there shall be established a Committee on the Rights of the Child	Committee on the Rights of the Child
44	States Parties undertake to submit to the Committee, through the Secretary-General of the United Nations, reports on the measures they have adopted which give effect to the rights recognized herein and, on the progress, made on the enjoyment of those rights	States Parties reports
45	UNICEF can provide expert advice and assistance on children's rights. The Committee shall transmit, as it may consider appropriate, to the specialized agencies, the United Nations Children's Fund and other competent bodies, any reports from States Parties that contain a request, or indicate a need, for technical advice or assistance, along with the Committee's observations and suggestions, if any, on these requests or indications; The Committee may recommend to the General Assembly to request the Secretary-General to undertake on its behalf studies on specific issues relating to the rights of the child	UNICEF expertise
46	The present Convention shall be open for signature by all States.	Signature of Convention
47	The present Convention is subject to ratification. Instruments of ratification shall be deposited with the Secretary-General of the United Nations.	Ratification
48	The present Convention shall remain open for accession by any State. The instruments of accession shall be deposited with the Secretary-General of the United Nations.	Accession to the Convention
49	1. The present Convention shall enter into force on the thirtieth day following the date of deposit with the Secretary-General of the United Nations of the twentieth instrument of ratification or accession. 2. For each State ratifying or acceding to the Convention after the deposit of the twentieth instrument of ratification or accession, the Convention shall enter into	Enter into force

force on the thirtieth day after the deposit by such State of its instrument of ratification or accession.

50	Any State Party may propose an amendment and file it with the Secretary-General of the United Nations.	Amendment to the Convention
51	The Secretary-General of the United Nations shall receive and circulate to all States the text of reservations made by States at the time of ratification or accession.	Reservation of States
52	A State Party may denounce the present Convention by written notification to the Secretary-General of the United Nations.	Denunciation
53	The Secretary-General of the United Nations is designated as the depositary of the present Convention.	Depositary of the Convention
54	The original of the present Convention, of which the Arabic, Chinese, English, French, Russian and Spanish texts are equally authentic, shall be deposited with the Secretary-General of the United Nations. IN WITNESS THEREOF the undersigned plenipotentiaries, being duly authorized thereto by their respective governments, have signed the present Convention.	Signature of the Convention
43-54	How adults and governments must work together to make sure all children can enjoy all their rights	
Optional agreements	Optional Protocol on the sale of children, child prostitution and child pornography, Optional Protocol on the involvement of children in armed conflict and Optional Protocol on a complaints mechanism for children (called Communications Procedure)	

ANNEX 11: INNOVATIVE PRACTICES TO SUPPORT NATIONAL PRIORITIES IN THE DECADE OF ACTION: SP CHANGE STRATEGIES AS FACTORS OF AGILITY AND INNOVATION.

The current Strategic Plan is broader in scope than previous SPs. It has incorporated new areas of engagement and introduced concrete change strategies and enablers; the SP made explicit the “*hows*”. The current SP included for the first time the need for UNICEF to strongly collaborate with other United Nations agencies for a broad sustainable development agreement made by all Member States. It also demands from all stakeholders to leave no child behind.

Despite facing numerous challenges, CO have innovated in various areas over the past four years, either by programming in new areas, implementing innovative processes, giving CO the agility to face emerging threats to children. These innovations are contributing to the organization’s agility to achieve child-focused SDGs in this important Decade of Action.

Nicaragua

The Nicaraguan government designed and implemented *Programa Amor* to benefit children with special needs. The programme has 5 areas: reintegration to for children in the street; reintegration to families; development centres for children, aimed at working mothers; registration of all children; special attention to children with disabilities. The program started in 2008, yet recently the Nicaragua CO has helped the government with evaluating the programme. The programme requires multi-sectoral engagement from the Ministry of Communications and Citizenship for Development, Ministry of Family, Adolescence and Children, Ministry of Health, Ministry of Education, Ministry of the Interior, the Institute of Social Security, and the Human Rights Attorney. With limited existing disaggregated data, the programme’s evaluation has been perceived by the Nicaragua CO as an opportunity for data collection that can aid when designing programmes meant to reach the most left behind children in the country.

Nicaragua CO has also been working with the Ministry of Finance and Public Credit on estimating public investment for the SDGs. By 2021 they will be able to assess the total resources the government is allocating to achieve the SDGs. This type of exercise not only accelerates progress toward the SDGs and national goals, but also contributes to government partners owning the 2030 Agenda.

Mali

An innovative approach has been implemented by Mali CO with regards to their CPD. They have adopted a totally cross-sectoral lifecycle approach. Mali CO will now address children’s needs through an integrated package of services and interventions. The CPD has the following elements:

- Lifecycle approach aimed at accelerating progress towards SDGs

- Early years (0-5) focusing on health, nutrition, birth registration, water and sanitation, protection and early learning for school readiness- basic service delivery
- Formative years (6-12) facilitating successful transitions, with safe and inclusive quality education and the prevention of violence and exploitation – completing primary education, psychosocial support
- The second decade (13-18) focus on adolescent empowerment, skills development, well-being, child-friendly behaviours and prevention of violence and exploitation – preventing child marriage, vocational trainings

Argentina

Argentina’s successful funding strategy has allowed the CO to be innovative in areas such as adolescent health and malnutrition, especially referring to obesity.

Argentina’s CPD has been innovative in its approach toward adolescent health, including pregnancy and suicide prevention. Under its child and adolescent health and well-being component, the programme focuses on “improving adolescent school attendance and learning achievement, preventing early pregnancy, promoting an environment free from violence, supporting health and well-being and facilitating participation and empowerment. The programme contributes to the reduction of adolescent pregnancy and suicide, infant and maternal mortality in the most disadvantaged populations, and the prevalence of child and adolescent obesity and other risk factors linked to noncommunicable diseases (NCDs)”.

WASH

Various countries have done a remarkable job in terms of WASH, a UNICEF traditional niche area. COs frequently mention their WASH programming as one of their proudest achievements. COVID-19 showed that deprivations in water and sanitation increased the risk of infection and death. Thus, WASH programming not only accelerates SDGS in the Decade of Action but will help to overcome the effects of COVID-19 and future crises.

Afghanistan CO is proud of the achievements of their WASH programme. For a country that is water stressed, they have done important work on skills training around power systems and solar power, and piped water systems. It is remarkable to see entire communities with solar-powered piped water.

Syria CO has a huge footprint in the country and leads a large programme with significant stakeholder support. Water has been on the agenda for almost 20 years. Beyond the technical achievements, Syria CO has been working cross-sectorally in WASH. Through water delivery, they also promote gender programming and risk communication. At the same time, they have integrated water in the school by using education and schools to deliver services.

India CO was also proud of the way they have supported the government with water and sanitation. They placed focus of behavioural change as part of the strategy. Decreasing open defecation was not only dependent on the availability of toilets but also on driving behavioural change. India CO contributed to decreasing open defecation and the Prime Minister’s success in what he labelled as

a social movement. In 2014, 70 per cent of people over two years old in rural Bihar, Madhya Pradesh, Rajasthan, and Uttar Pradesh defecated in the open; by 2018 it had decreased to 44 per cent.⁶

It is difficult to attribute to these achievements to the SP. However, it is still important to acknowledge that even when faced with challenges, COs have been actively working toward the realization of all children rights.

⁶ <https://riceinstitute.org/research/changes-in-open-defecation-in-rural-north-india-2014-2018-2/>

ANNEX 12: OPERATIONALIZATION OF THE STRATEGIC PLAN AT THE COUNTRY OFFICE LEVEL

UNICEF COs undertake three different roles simultaneously. First, country offices strongly believe in the organization's institutional values and use various official documents to chart their course, with the common goal of realizing the rights of every child, especially the rights of those most disadvantaged. Some of these documents and guidelines are developed by UNICEF HQ. The second role is the collaborative role with other UN funds and programmes. Second, UNICEF is part of a large family of agencies working together to maintain international peace and security, protect human rights, deliver humanitarian aid, promote sustainable development and uphold international law. The guidelines that define this second role for COs are determined at the HQ level. Third, COs have a country-specific role. UNICEF country representatives and their teams are experts in fieldwork. Guidance on how to perform this third role are found in each country's documents. They are produced by COs and follow guidance from HQ.

Ideally, all different roles should be leading COs toward the same goals in a coordinated manner. However, in practice, this is not always the case. There are two main reasons why this happens. First, the objectives of the various United Nations agencies are different. Their approaches and principles are different, which means that it is not always easy for them to work together as one team. Progress has been made with the common chapter, but there is still a long way to go. The other reason why COs do not always juggle their three roles with ease is that each country has a very different context that COs must operate within, therefore HQ documents struggle to reflect the various needs and realities of countries. With a global presence that spreads across more than 190 countries, UNICEF strives to accommodate country-specific needs, while coordinating guidelines from UNICEF HQ and UNHQ.

Institutional diversity is enriching, yet it can present a challenge to muster different stakeholders to move in the same direction. The great challenge for UNICEF is precisely how to set global goals for children, bringing direction and cohesion to all COs while simultaneously adapting to country contexts. The SP sets concrete results, strategies and enablers for the organization for a four-year period and guides the way UNICEF should work with United Nations partners. The SP brings cohesion to the organization.

This section aims to contribute CO views on the SP and forward-looking suggestions for the next SP. Specifically, the section aims to better understand how the SP is enabling COs to pursue their country-specific goals. Incorporating CO views into the design of the next SP and the subsequent central strategies from HQ could drive better results in the future. Accurately reflecting CO contexts in the upcoming strategic plan will be needed for an effective response to the unfortunate setbacks on children's rights due to COVID-19.

We start first with an overview of 62 CPDs from 2018 onwards, where we can observe how well they reflect the SP and UNICEF and United Nations documents and principles. Then, we move to take a closer look of ten countries. As we will describe further, these countries represent, qualitatively, the diversity of countries where UNICEF is working. We not only analyse their CPDs, but also related documents such as situation analyses, CPMPs, programme strategy notes (PSN), annual reports, evaluations and interviews with CO representatives and partners. The analysis also considers the MTR and the DER, together with other United Nations and UNICEF documents.

Country description – general analysis

A first insight into understanding how COs operationalize the SP can be found by analysing how they directly relate to the SP in their CPDs. The section firstly reflects on how, depending on the timing cycle, CPDs will relate differently to the SP. Secondly, for the 62 CPDs approved during the current SP timeframe, the section elaborates on an initial word-search analysis that was conducted to offer a first glance into how some of the most relevant SP aspects were being mentioned in the CPDs.

Timing Cycles

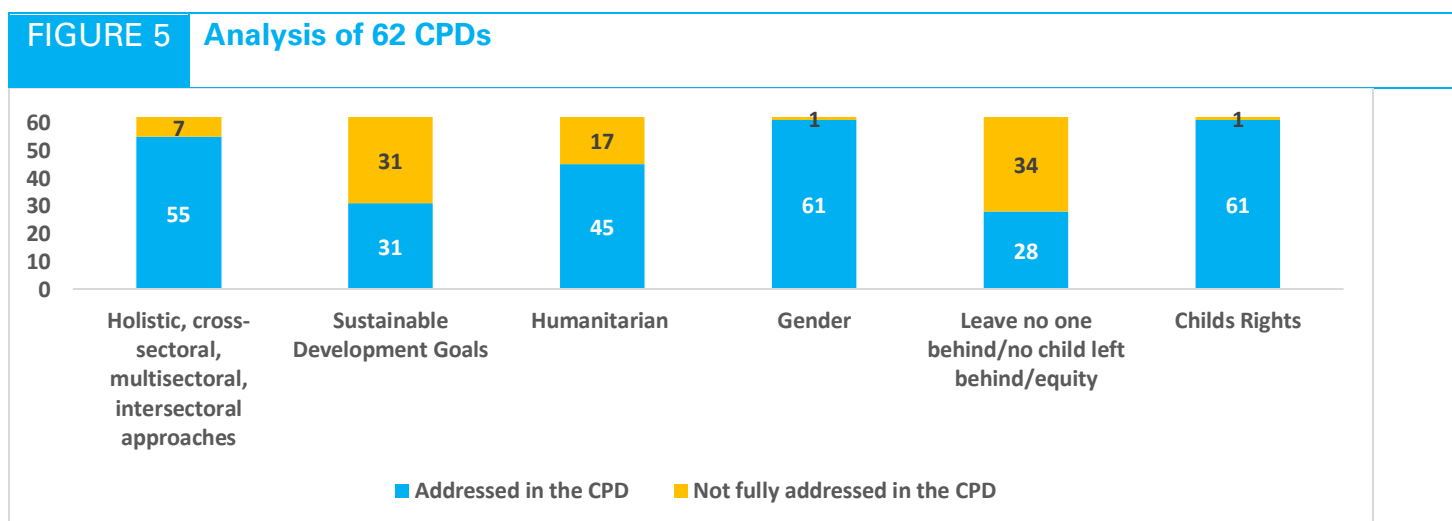
Country offices vary in their use of the SP to guide their programming, partly due to differing timing cycles. Under current UNICEF procedures, COs commonly design a five-year CPD in collaboration with national government counterparts. These documents, which respond to national priorities, are the most important tool when it comes to guiding CO work. These programmes have a longer duration than the SP. Country offices whose CPDs are ‘off-cycle’ – meaning their CPD predates the current SP – find themselves aligning their existing programme and indicator reporting strategy with the SP, rather than using the SP as a tool to design their programme.

Other countries find themselves elaborating a new CPD during the final year of an ongoing strategic plan, soon to be replaced by a new SP. In such contexts, COs opt to develop the programme ‘in the spirit of’ the draft UNICEF SP. This complicates using the SP as a planning instrument during the process of elaborating a CPD.

CPDs under the current Strategic Plan

For country offices with CPDs approved during the current SP period, 2018-2021, a simple word-search analysis revealed that 24.2 per cent of CPDs make no direct reference to the SP. Almost half of the sample, 48.4 per cent, refers to the CPD being in line with the SP. Common catch-phrases that appear in these CPDs include: “the programme is aligned with the UNICEF Strategic Plan, 2018-2021”, “the programme is in line with the UNICEF Strategic Plan, 2018-2021” and “consistent with the UNICEF Strategic Plan, the country programme [...]”. Only 27.4 per cent of the selected sample explicitly address SP goals or change strategies.

The figure below presents a quick summary of how particular and relevant SP aspects have been mentioned in the sample of CPDs.



Clearly, country programming accurately reflects the importance placed by the SP on gender-responsive programming, child rights, and holistic/cross-sectoral coordination to achieve results. As to the overarching goal in the SP, when it comes to accelerating results toward the SDGs, only half of the countries in the sample explicitly detail at least some of the SDGs their programme will address. The other half of the sample mentions an overall alignment of the CPD with the SDGs. It is possible to see that the more CPDs and SP coincide in time, the more references CPDs make to the SP, implying a stronger influence of the SP.

Analysis of ten countries

To understand how COs operate and use the SP, a sample of ten countries was chosen for further analysis. Considering time and resource limitations, a fully 'representative' sample of COs could not be developed. It was therefore agreed that a purposeful selection would be made. With this in mind, primary rationales for the sampling process were learning and diversity.

At least one country per region has been selected. Moreover, the sample offers diversity in income level as well, with a range of countries being categorized by as low-income (4), lower-middle income (3), and upper-middle income (3). Regarding SDG progress in child-specific goals, four countries in the sample are on track to meet SDG 4 (quality education) and four countries are on track to meet SDG 5 (gender equality). None of the countries in the sample seem to be on track toward meeting SDG 2 (zero hunger) or SDG 3 (good health and well-being).

From the sample selected, there is diversity in the amount of resources spent by UNICEF in the country. Five countries spent more than \$50 million in 2019, two countries spent between \$10 and 50 million, and three countries spent less than \$10 million. All countries, except for one, have been previously analysed for research purposes between 2018 and 2020. When it comes to the humanitarian context, one country is reported as a Level 2 emergency, while one country is identified as a Level 3.

The Strategic Plan supporting national priorities

During each planning cycle, with limited resources, COs ask themselves *what* to prioritize. For all COs, primacy is placed on contributing to national efforts meant to enable the progressive fulfilment of all rights for all children. Country offices focus their CPDs on addressing national development priorities, all while relating to UNICEF goals as established in the SP, and being aligned to the larger national development agenda as stated in the United Nations Sustainable Development Cooperation Framework (UNSDCF). The quick-glance analysis to 62 CPDs revealed almost all of them (60) explicitly incorporate national priorities.

In order for CO efforts to contribute to UNICEF global goals and key result areas, the SP must be holistic enough to accommodate the vast array of national priority needs of children in all different contexts. Respondents concur that the current SP allows for flexibility, being holistic enough to enable the alignment of country programme components.

Some COs voiced their satisfaction with the SP being holistic and innovative enough to respond to new and emerging national priorities such as mental health, digitalization and climate change. Others, especially those in humanitarian contexts, felt a lack of synergy between their country contexts and the current SP. Countries in humanitarian and fragile contexts perceive there is still plenty to be done on basic goals as malaria, clean water, malnutrition, immunization, and education.

Additionally, a subset of COs face limitations on their engagement with the government, mostly imposed by donor governments. This additional burden weighs on their ability to respond to national priorities, especially when requiring engagement with the government as a key partner to achieve results at scale.

A key challenge when drafting the new SP would be to accommodate such a variety of contexts. The SP should be kept flexible enough to accommodate all CO contexts, resonating with staff members working in a low-income CO as much as those in a high-income CO. There is a call for a stronger balance between 'basic' needs and 'emerging' challenges, particularly in the context of potential regressions due to COVID-19. Striking such a balance could be a huge challenge, especially considering CO sentiments regarding the accumulation of new priority areas without allocating enough funding or dropping previous priorities.

When it comes to the guiding countries on *how* to support national priorities, COs find guidance in the eight change strategies specified in the SP. Country office programmes commonly refer implicitly to the SP change strategies to achieve results. Country offices reinforce strategies in national capacity-building, systems strengthening, promoting community engagement generating evidence for policy advocacy, monitoring and reporting, amongst many others. Still, COs call for guidance from HQ on how to effectively implement the change strategies in the SP and how to programme around certain new key development areas such as climate change and mental health.

Operating under such a vast framework as the current SP, COs feel constrained in their response to national priorities by their capacities (guidance in new areas), limited resources (challenges in accessing donors), and lack of structures to adapt to change (bureaucratic processes).

ANNEX 13: GLOBAL INDICATORS OF CHILD NEEDS AND UNICEF EXPENSES BY GOAL AREA

Table 3 presents, by Goal Area, the top five countries in terms of overall expenses (indicated by green cells) and five randomly-selected countries where global indicators revealed the need for further development support (indicated in red). Countries where more than 40 per cent of expenses were accounted for by other resources, emergency (ORE), were not selected, except for Eritrea, which was selected to compare two Goal Areas. The table indicates that resources and expenses in a country are not always matched to needs and are largely dependent on resources mobilized at country programme level. Key highlights are as follows:

- **Survive and thrive** – In three of the top five countries, ORE accounted for more than 40 per cent of the expenses due to humanitarian action resources. Although global indicators highlight the need in the top five countries, expenses are not always in proportion to the population.
- **Learn** – Indicators in all the randomly-selected countries were worse than those in the top five countries. Nevertheless, their expenses were much lower. In all the randomly-selected countries, 5 per cent or less of expenses utilized emergency resources. However, in the top five countries, more than 50 per cent of expenses came from emergency resources, except for Nigeria (30 per cent).
- **Protection against violence** – All countries (top five and randomly-selected) have similar indicators when it comes to violent discipline and child marriage. In the top five countries, the overall expenses were much higher than in randomly-selected countries, and were mainly drawn from emergency resources (58 per cent and above).
- **Safe and clean environment** – Emergency resources drive the expenses in the top five countries, except in Nigeria (\$48 million and above), irrespective of indicators related to basic water, sanitation, and hygiene services. In randomly-selected countries, expenses in this area were low (less than \$5 million) and largely depended on ORR.
- **Equitable chance in life** – The top five countries did not have data on the poverty ratio. The gender parity index was similar for most countries except Yemen (top five country) and Afghanistan (randomly-selected country). Unlike in other Goal Areas where Yemen is also a top five-spending country, the country office reports only 1 per cent in Goal Area 5. In four of the five top five countries, more than 90 per cent of the expenses in this GA come from ORE.

TABLE 3 Expenses and global indicators

Goal Area	Country and amount (USD million)	Population (million)	Expense proportion by resources	Key global indicators
Survive and thrive	Yemen (180)	28.5	ORE (47%), ORR (51%), RR (2%)	Stunting - N/A; HIV - N/A; Immunization - 64%; U5M – 54.3
	Pakistan (145)	212.2	ORE (2%), ORR (85%), RR (13%)	Stunting - 37.6%; HIV - 2.8%; Immunization - 75%; U5M – 62.7
	Nigeria (144)	195.9	ORE (25%), ORR (58%), RR (17%)	Stunting - 36.8%; HIV - 26.6%; Immunization - 54%; U5M – 110.4
	DR Congo (134)	84.1	ORE (47%), ORR (51%), RR (2%)	Stunting - N/A; HIV - 16.0%; Immunization - 57%; U5M – 77.9
	South Sudan (98)	11.0	ORE (43%), ORR (29%), RR (27%)	Stunting - N/A; HIV - 11.8%; Immunization - 49%; U5M 91.5
	Tanzania (29)	56.3	ORE (1%), ORR (64%), RR (34%)	Stunting - 31.8%; HIV - 46.6%; Immunization - 88%; U5M 46.5
	Philippines (8)	106.7	ORE (17%), ORR (73%), RR (10%)	Stunting - 30.3%; HIV - 7.2%; Immunization - 67%; U5M 24.3
	Eritrea (10)	3.2	ORE (94%), ORR (-7%), RR (14%)	Stunting - N/A; HIV - 21.1%; Immunization - 99%; U5M 35.2
	Madagascar (16)	26.3	ORE (26%), ORR (40%), RR (34%)	Stunting - 41.6%; HIV - N/A; Immunization - 69%; U5M 46.0
	Niger (34)	22.4	ORE (47%), ORR (26%), RR (27%)	Stunting - 48.5%; HIV - 6.7%; Immunization - 79%; U5M 76.5
Learn	Lebanon (166)	6.8	ORE (79%), ORR (21%), RR (1%)	Primary out of school - N/A; Secondary school enrolment - N/A
	Turkey (79)	82.0	ORE (96%), ORR (3%), RR (1%)	Primary out of school - 5.1%; Secondary school enrolment - 87.2%
	Yemen (73)	28.5	ORE (75%), ORR (23%), RR (2%)	Primary out of school - 15.6%; Secondary school enrolment - 47.6%
	Nigeria (45)	195.9	ORE (30%), ORR (59%), RR (11%)	Primary out of school - N/A; Secondary school enrolment - N/A
	South Sudan (45)	11.0	ORE (58%), ORR (40%), RR (2%)	Primary out of school - N/A Secondary school enrolment - N/A
	Pakistan (14)	212.2	ORE (4%), ORR (56%), RR (39%)	Primary out of school - 24.7%; Secondary school enrolment - 38.5%

Goal Area	Country and amount (USD million)	Population (million)	Expense proportion by resources	Key global indicators
	Panama (0.7)	4.2	ORE (0%), ORR (41%), RR (59%)	Primary out of school - 13.2%; Secondary school enrolment - 63.8%
	Eritrea (3)	3.2	ORE (5%), ORR (62%), RR (33%)	Primary out of school - 47.3%; Secondary school enrolment - 40.7%
	Tanzania (7)	56.3	ORE (1%), ORR (33%), RR (66%)	Primary out of school - 17.6%; Secondary school enrolment - 26.5%
	Burkina Faso (11)	19.8	ORE (1%), ORR (33%), RR (66%)	Primary out of school - 20.7%; Secondary school enrolment - 31.0%
Protection from violence and exploitation	Yemen (38)	28.5	ORE (83%), ORR (10%), RR (7%)	Violent discipline (%) - 79; Child marriage by 18 (%) - 32
	DR Congo (36)	84.1	ORE (70%), ORR (7%), RR (22%)	Violent discipline (%) - 82; Child marriage by 18 (%) - 37
	Lebanon (30)	6.8	ORE (58%), ORR (40%), RR (3%)	Violent discipline (%) - 82; Child marriage by (%) - 6
	Iraq (30)	38.4	ORE (81%), ORR (19%), RR (0%)	Violent discipline (%) - 81; Child marriage by 18 (%) - 28
	Turkey (28)	82.0	ORE (94%), ORR (4%), RR (2%)	Violent discipline (%) - N/A; Child marriage by 18 (%) - 15
	Uganda (9)	42.7	ORE (32%), ORR (26%), RR (42%)	Violent discipline (%) - 85; Child marriage by 18 (%) - 34
	Egypt (6)	98.4	ORE (37%), ORR (53%), RR (10%)	Violent discipline (%) - 93; Child marriage by 18 (%) - 17
	Togo (2)	7.9	ORE (4%), ORR (38%), RR (61%)	Violent discipline (%) - 92; Child marriage by 18 (%) - 25
	Pakistan (17)	212.2	ORE (5%), ORR (48%), RR (47%)	Violent discipline (%) - N/A; Child marriage by 18 (%) - 18
	Haiti (4)	11.1	ORE (4%), ORR (78%), RR (18%)	Violent discipline (%) - 83; Child marriage by 18 (%) - 15
Safe and clean environment	Yemen (195)	28.5	ORE (67%), ORR (32%), RR (1%)	Basic water service - 36%; Basic sanitation service - 25%; Basic hygiene service - 8%
	DR Congo (69)	84.1	ORE (50%), ORR (24%), RR (26%)	Basic water service - N/A; Basic sanitation service - N/A; Basic hygiene service - N/A
	Nigeria (66)	195.9	ORE (13%), ORR (77%), RR (10%)	Basic water service - N/A; Basic sanitation service - N/A; Basic hygiene service - N/A

Goal Area	Country and amount (USD million)	Population (million)	Expense proportion by resources	Key global indicators
	Lebanon (56)	6.8	ORE (95%), ORR (4%), RR (1%)	Basic water service - 59%; Basic sanitation service - 93%; Basic hygiene service - 36%
	Bangladesh (48)	161.4	ORE (55%), ORR (20%), RR (25%)	Basic water service - 74%; Basic sanitation service - 59%; Basic hygiene service - 44%
	Tajikistan (<1)	9.1	ORE (0%), ORR (92%), RR (8%)	Basic water service - 79%; Basic sanitation service - 44%; Basic hygiene service - 26%
	Honduras (1)	9.6	ORE (3%), ORR (78%), RR (19%)	Basic water service - 59%; Basic sanitation service - 82%; Basic hygiene service - 12%
	Papua New Guinea (4)	8.6	ORE (6%), ORR (93%), RR (1%)	Basic water service - 47%; Basic sanitation service - 45%; Basic hygiene service - 10%
	Liberia (3)	4.8	ORE (6%), ORR (79%), RR (15%)	Basic water service - 42%; Basic sanitation service - 43%; Basic hygiene service - 50%
	Croatia (<0.1)	4.1	ORE (0%), ORR (99%), RR (1%)	Basic water service - 51%; Basic sanitation service - 34%; Basic hygiene service - 26%
Equitable chance in life	Yemen (148)	28.5	ORE (1%), ORR (97%), RR (1%)	Multidimensional poverty ratio - N/A; Gender parity index - 0.7258
	Turkey (61)	82.0	ORE (99%), ORR (0%), RR (1%)	Multidimensional poverty ratio - N/A; Gender parity index - 0.9529
	Jordan (24)	9.9	ORE (90%), ORR (8%), RR (3%)	Multidimensional poverty ratio - N/A; Gender parity index - 1.0332
	Syria (22)	16.9	ORE (92%), ORR (0%), RR (8%)	Multidimensional poverty ratio - N/A; Gender parity index - N/A
	Lebanon (10)	6.8	ORE (94%), ORR (3%), RR (3%)	Multidimensional poverty ratio - N/A; Gender parity index - 0.9902
	Afghanistan (3)	37.2	ORE (2%), ORR (12%), RR (85%)	Multidimensional poverty ratio - 56.4; Gender parity index - 0.5695
	Bulgaria (0.2)	7.0	ORE (0%), ORR (29%), RR (71%)	Multidimensional poverty ratio - 33.9; Gender parity index - 0.9693
	El Salvador (0.3)	6.4	ORE (0%), ORR (26%), RR (74%)	Multidimensional poverty ratio - 46.99; Gender parity index - 0.9923
	Mexico (0.6)	126.2	ORE (2%), ORR (57%), RR (41%)	Multidimensional poverty ratio - 49.6; Gender parity index - 1.0751
	Romania (0.9)	19.4	ORE (0%), ORR (84%), RR (16%)	Multidimensional poverty ratio - 38.1; Gender parity index - 0.9976

Note: Data available for the most recent year have been reported.

Indicator legend

- Stunting: Prevalence of stunting, height for age (% of children under 5)
- HIV: Percentage of infants born to pregnant women living with HIV who received virological test for HIV within 2 months of birth
- Immunization: Immunization against measles (% of children ages 12-23 months)
- U5M: Median under-five mortality rate for both sexes
- Primary out of school: Children out of school (% of primary school age)
- Secondary school enrolment: School enrolment, secondary (% of net)
- Violent discipline: Violent discipline % (2012-2019) - any violent discipline
- Child marriage: Child marriage % (2013-2019) – girls married by 18
- Basic water services: In schools (%) – total including primary and secondary
- Basic sanitation services: In schools (%) – total including primary and secondary
- Basic hygiene services: In schools (%) – total including primary and secondary
- Gender parity index (GPI): School enrolment, secondary (gross), GPI
- Multi-dimensional poverty ratio: Headcount ratio, children (% of population ages 0-17)

ANNEX 14: UNICEF ENGAGEMENT IN GLOBAL PROGRAMME PARTNERSHIPS

No.	GPP Title	Mandate	UNICEF Main Role(s)
1	Early Childhood Development Action Network (ECDAN)	Support country-level action to improve the lives of young children from birth to 5 years	Co-founder with World Bank and member of Executive Group
2	Education Cannot Wait (ECW)	Help close the funding gap to reach 75 million children and youth whose education is affected by emergencies	Host of Secretariat and member of the Steering Group
3	Global Coalition to End Child Poverty	Highlight child poverty in the SDG goals and support the achievement of child poverty-related goals	Co-founder and current co-chair with Save the Children
4	Global Alliance for Vaccine and Immunization (GAVI)	Save children's lives and protect peoples' health by increasing equitable use of vaccines in developing countries	Executing more than \$550 million in OR from 2010 to 2017. GAVI finances approximately 160 UNICEFE posts at HQ, RO and CO levels.
5	United Nations Joint Programme on AIDS (UNAIDS)	Uniting efforts to fight AIDS across the UN system, civil society, national governments, the private sector, global institutions and people living with and at risk of AIDS	Co-sponsor and member of the Committee of Co-Sponsoring Organizations. Allocated \$4 million in core funds and \$132.2 non-core funds in UNAIDS United Budgets, Results and Accountability Framework (UBRAF) for 2020-2021 ⁷
6	Scaling-Up Nutrition (SUN)	A collective effort to eliminate malnutrition bringing together national governments, civil society, the United Nations, donors, businesses and scientists.	Active UN member, support to the coordinator
7	Partnership for Maternal, Newborn and Child Health	A global alliance of 800 organizations engaged in reproductive, maternal, newborn, child and adolescent health (PMNCH) serves as a platform for members to align strategies and resources, pursue shared objectives and encourage mutual accountability.	Supports the secretariat (hosted by WHO) and participates in governing body.
8	Sanitation and Water for All	Work together (government, private sector, civil society, and external support organizations) towards a common vision of sanitation and hygiene for all.	Founding partner, host of the SWA secretariat and a convenor of regular high-level meetings

⁷ UNAIDS Programme Coordinating Board, Unified Budget, Results and Accountability Framework, July 2019, p.17

No.	GPP Title	Mandate	UNICEF Main Role(s)
9	Global Partnership for Education (GPE)	Work toward improved and more equitable learning outcomes; increased gender equity, gender equality and inclusion; effective and efficient education systems (64 countries).	Secretariat with 100 staff located at the World Bank. UNICEF provides support to governing body.
10	United Nations Girls Education Initiative (UNGEI)	Improving the quality and availability of girls' education and contributing to the empowerment of women through transformative education	Hosts UNGEI secretariat and supports staff costs at HQ and in regional posts as well as the overall budget. Provides in-house technical capacity.
11	Global Partnership to end Violence Against Children (GPEVAC)	End all forms of violence against children through joint work of governments, UN agencies, international organizations, civil society, the private sector, philanthropic organizations and academics	UNICEF Executive Director co-chairs high-level Board. UNICEF hosts the secretariat.
12	Global Partnership on Children with Disabilities (GPCwd)	Influence the mainstreaming of disability rights into global, regional and national disability agendas through a network more than 260 organizations from UN agencies, INGOs, national/local NGOS, disabled persons organizations, governments, academia and the private sector.	Co-founding agency and host of the secretariat, member of the steering committee and active member of all technical task forces.
13	H6 Partnership	Brings together 6 UN family organizations (UNAIDS, UNFPA, UNICEF, UN Women, WHO and the World Bank) to provide coordinated support to national reproductive, maternal, newborn, child and adolescent health strategies.	Member of DED working group at HQ level, engages as H6 member at country level.
14	Three Frees Partnership	Accelerate progress toward elimination of PMTCT; reduce new HIV infections among adolescent girls and young women; and rapidly increase access to treatment for children and adolescents living with HIV	Lead for pillar two: prevention of infection in adolescent girls and young women.

ANNEX 15: REGIONAL MANAGEMENT PLAN ALIGNMENT WITH THE SP

The following tables show how regional offices have adapted the Strategic Plan, 2018-2021 to the needs of their respective regions.

FIGURE 6 Alignment of regional management plans with the SP

EAPRO

EAP has agreed on three mutually-reinforcing regional headlines and 18 result areas that capture the challenges children and adolescents face and that embody its contribution to the SDGs in full alignment with its 2018-2021 Strategic Plan goals.

Regional Headline 1:	Early moments matter
Regional Headline 2:	Children grow in safe and sustainable environments
Regional Headline 3:	Adolescents' potential unleashed

The 18 regional headline result areas adopt 11 of the SP result areas and 7 that reflect the EAP-specific context and ambitions. However, all 18 directly and indirectly contribute to the 5 SP Goals and 25 result areas.

ECARO

THRIVING:

Affordable Health Care and Young Child Well-being	Children's right to health and well-being Children's right to be born and remain free of HIV
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LEARNING:

Inclusive Quality Education and Early Learning	Children's right to inclusive quality education and early learning
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PROTECTING: Supportive and Caring Environment for All Children	Children's right to social protection Children's right to a supportive family environment and to be protected from violence Children's right to access justice All migrant and refugee children have their rights protected, respected and fulfilled
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PARTICIPATING:
Development and
Participation of
Adolescents

A second chance for adolescents

ESARO					
Regional priorities	Survive and thrive	Reduce stunting	Quality education and learning	ADAPP	Social protection
Programmes	Health; HIV; WASH; ECD; child protection	Nutrition; WASH	ECD; education; WASH	HIV; child protection; gender, adolescents and rights	Social policy and research
HARP					
Gender, Adolescents and Rights					
Cross-cutting	C4D	Communications and advocacy	PPP	PPME	Supply
Governance and management	ORD	Operations	ICT and innovations	HR and staff counselor	Security

LACRO

The LAC regional office aims to contribute at regional, sub-regional, and country levels to progressively achieving the child-related Sustainable Development Goals as defined in the 2030 Agenda.

Outcome 1:	Every child survives and thrives
Outcome 2:	Every child learns
Outcome 3:	Every child is protected from violence and exploitation
Outcome 4:	Every child lives in a clean and safe environment
Outcome 5:	Every child has an equitable chance in life
Outcome 6:	Cross-sectoral programme functions to support effective and efficient delivery of results for children (the HOW)
Outcome 7:	Management, efficiency and effectiveness (the ENABLERS)

MENA

The regional can be divided into clusters that have different records of progress and differing prospects of reaching the SDGs

- Stable high-income countries in the Gulf
- Generally stable upper and lower middle-income countries
- Unstable lower middle-income countries
- Countries in conflict

MENARO adopted the regional leadership agenda (RLA) approach in 2013 to accelerate results in three key areas: social protection, justice for children and neonatal mortality reduction. A fourth, out-of-school children, was added in 2015. Reviews highlighted that some country offices did not see the added value of the RLAs and had differing understanding, knowledge and commitment to them. The 2018-2021 ROMP consultations provided an opportunity to strategically reflect on the RLAs: the conclusion was that with the realignment of the regional office's objectives they would not be continued in their current form.

ROSA

The overarching strategy of ROSA, guided by the Strategic Plan 2018-2021, is programming excellence for at-scale results for children in development and humanitarian contexts, reinforced by appropriate mix of the other SP 'How' strategies, key activities, and budgets.

Development Effectiveness Results:

Output 2.1:	Maternal, newborn, child and adolescent health
Output 2.2:	Routine immunization/Polio-eradication initiative
Output 2.3:	Nutrition
Output 2.4:	Water, sanitation and hygiene (WASH)
Output 2.5:	Education
Output 2.6:	Child protection
Output 2.7:	Adolescent participation and development
Output 2.8:	Gender equality and rights
Output 2.9:	Disaster risk reduction and emergency response
Output 2.10:	Develop programmes of cooperation with partners
Output 2.11:	Communication for development
Output 2.12:	Social policy/Social inclusion
Output 2.13:	Data, evidence and knowledge management
Output 2.14:	Evaluation and research
Output 2.15:	Communication
Output 2.16:	Partnership and collaborative relationships
Output 2.17:	Climate change
Special Output	Early childhood development
Special Output	Private sector engagement

WCARO

The ROMP is fully aligned with the priorities defined in the draft UNICEF Strategic Plan 2018-2021 and WCAR's five regional priorities:

- End preventable child deaths
- Promote child growth and development
- Improve learning outcomes for children
- Empower and protect adolescent girls and boys
- Build resilience and social cohesion

The structure of the ROMP is aligned to the 'WHATs', 'HOWs' and 'ENABLERS' of the Strategic Plan. Regional office results are grouped into four main categories: programme priorities, cross-cutting priorities, programme excellence priorities and governance and management priorities.

SUMMARY

All seven regions are committed to the Goals of the Strategic Plan 2018-2021. Some have adopted an approach that mirror the Strategic Plan. Others have highlighted priorities that reflect the needs of their region.

ANNEX 16: OPERATIONALIZATION OF THE STRATEGIC PLAN, RESOURCES AND ALLOCATIONS

In a decentralized organization like UNICEF, the key planning element is the CPD, developed in cooperation with national government and according to a five-year cycle that outstrips the four-year SP timeframe. As a result, the SP is a framework rather than a hierarchical plan. As noted during interviews, this implies that:

- Costing for the SP (done centrally using historical averages) is not as concrete as for the country programme. It must also be noted that costing in the SP is not a compilation of country programme costs.
- Results-based budgeting is difficult for the programme budget.
- DFAM has a control over the institutional budget and its costs – which goes all the way down to the CO level.

The institutional budget (otherwise known as regular resources) consists of a core budget and cost recovery for implementing earmarked funds. Regular resources are allocated to countries based on a formula – a base plus variable (e.g. child population, GNI). All countries receive the base amount (now USD 850,000), and if they meet variables, they get an additional amount.

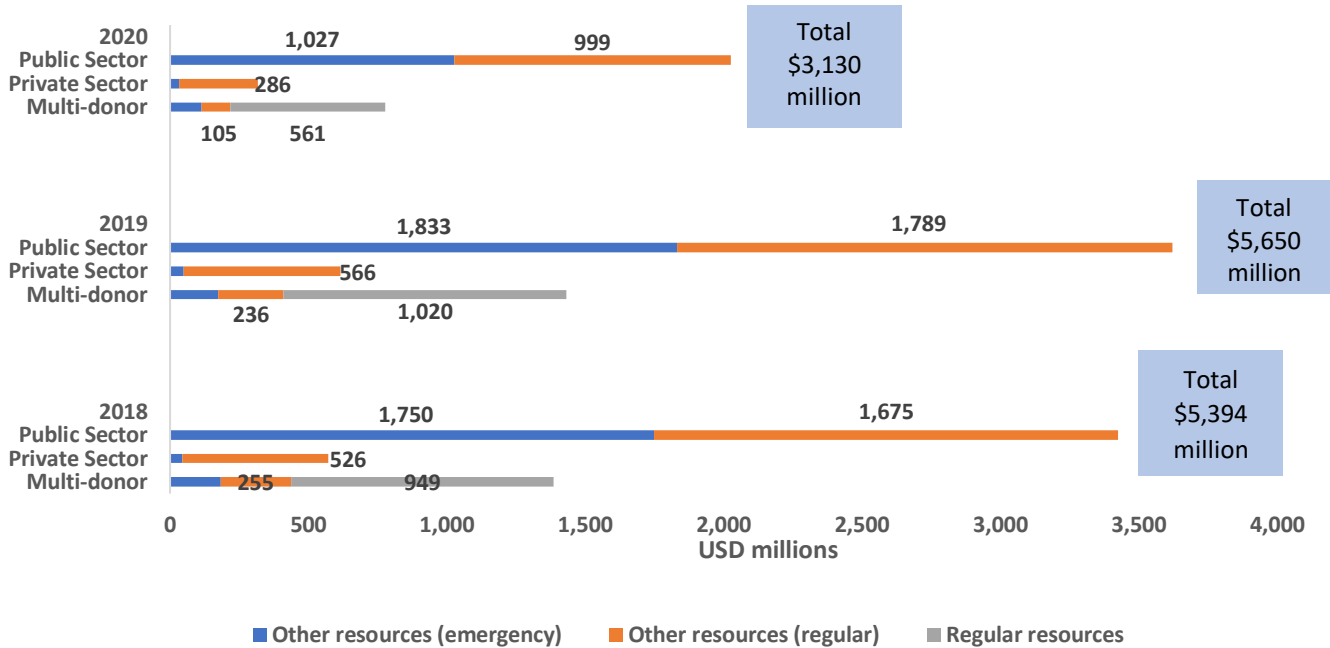
Interviews highlighted that, in general, budgeting and financial systems react well and quickly to new demands and crises. DFAM provides guidance on how expenses can be coded to be monitored appropriately, and EMOPS relies on this. In addition to EMOPS, resource mobilization is also done by fundraisers, such as NatComs and other HQ divisions. Emergency funds are, in general, earmarked (other resources emergency). Some development funds are also earmarked (other resources regular).

The IRRF is the mechanism to bring together the budgeting process (DAPM) and the results identification and monitoring/accountability side. It is done jointly by DAFM and DPAM, with DPAM responsible for the quality and completeness of results data.

As already noted, other resources (regular) and other resources (emergency) are earmarked to greater or lesser degrees. This can include allocation of resources to a specific global partnership, by geographic region, by country programme, by Goal and result area and/or by specific sub-regional or multi-country programme (non-global in scope). As noted during informant interviews, the IRRF for the current SP is based on projections of incomes from all sources and types and projections from current and planned, global, regional and country programmes and current and forecast emergency operations.

The public sector contributes to almost two-thirds of UNICEF resources, and this share has increased from 63 per cent in 2018 to 65 per cent in 2020. The contribution proportion is almost evenly split between other resources (emergency) and other resources (regular). Most (90 per cent or more) of the private sector contribution is for other resources (regular). The private sector accounts for 10-11 per cent of the total resources.

FIGURE 7 Resources by type, by year, and by source



Three regions, MENAR, ESAR and WCAR, received between 68 per cent and 71 per cent of the total resources during 2018, 2019 and 2020 (see Figure 8). In MENAR and ECAR, 63 per cent of the resources are for emergencies (Figure 9). In ESAR and WCAR, about one-third of the resources are for humanitarian action. At least 50 per cent of resources in EAPR, ESAR, HQ, LACR and SAR are other resources regular (earmarked).

FIGURE 8 Resources by year and by region

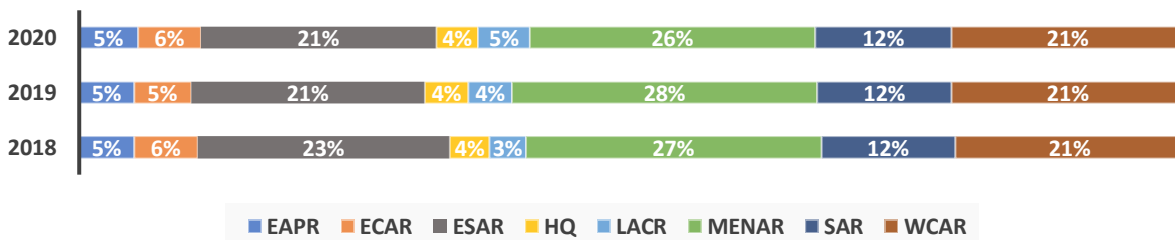
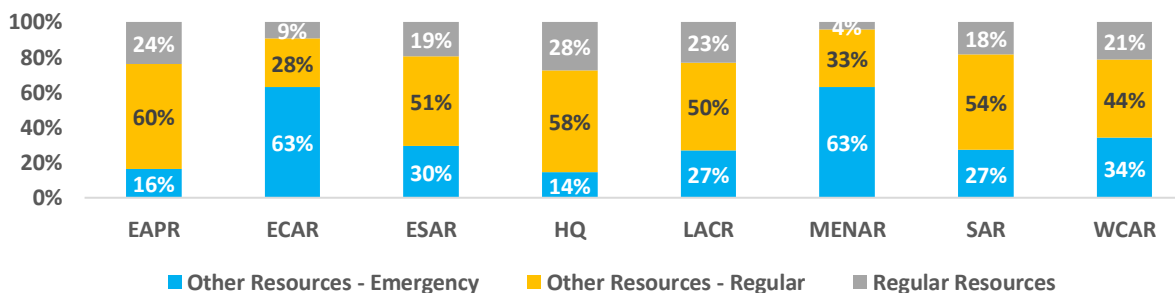


FIGURE 9 Resources by type and by region (average of three years)



Each donor group prioritizes its allocation to specific regions.

TABLE 4 Top three regions for each donor group

	2018	2019	2020
Multi-donor (includes regular resources and thematic resources)	WCAR (27%) ESAR (23%) SAR (16%)	WCAR (27%) ESAR (21%) SAR (15%)	WCAR (29%) ESAR (19%) SAR (15%) MENAR (15%)
Private sector (includes individuals, national committees, NGOs, and field office fundraising)	SAR (25%) WCAR (21%) ESAR (15%)	SAR 26%) WCAR (22%) ESAR (13%)	SAR 26%) WCAR (20%) LACR (12%)
Public sector (includes Governments, inter-governmental organizations, and inter-organizational arrangements)	MENAR (36%) ESAR (24%) WCAR (18%)	MENAR (37%) ESAR (23%) WCAR (18%)	MENAR (33%) ESAR (24%) WCAR (18%)

TABLE 5 Top contributors to UNICEF

Total – by top contributors	Top 30 contribution	Top 10 contribution	Top 5 contribution
- 2018	4.917 (91%)	3.384 (65%)	2.440 (45%)
- 2019	5.175 (92%)	3.585 (63%)	2.481 (44%)
- 2020	2.641 (84%)	1.793 (57%)	1.400 (45%)
Top 10 contributors (total resources) - 2018	USA, UK, Germany, European Commission (only ORR & ORE), OCHA (only ORE), US NC, Sweden, Netherlands, and Canada.		
Top 10 contributors (total resources) - 2019	USA, UK, Germany, World Bank (only ORR & ORE), EC (only ORR & ORE), US NC, OCHA (only ORE), Norway, Sweden, and GAVI (only ORR)		
Top 10 contributors (total resources)- 2020	USA, UK, Germany, EC (only ORR & ORE), OCHA (only ORE), World Bank (only ORR and ORE), Global thematic humanitarian response (only ORE), Canada, Japan, and GAVI (only ORR).		
Top 10 regular resource contributors – 2018 & 2019	USA, Korea NC, Japan NC, Germany, Spain NC, UK, Sweden, Norway, France NC, and Germany NC.		

Expenses

Overall, the proportion of expenses by resources have remained constant across all three years:

- Regular resources⁸ – 18% (2018-2020).
- Other resources (regular)⁹ – 46% (2018, 2019), 44% (2020).

⁸ Flexible core resources.

⁹ Resources ear-marked but flexible to some degree.

- Other resources (emergency)¹⁰ – 37% (2018, 36% (2019), 38% (2020)).

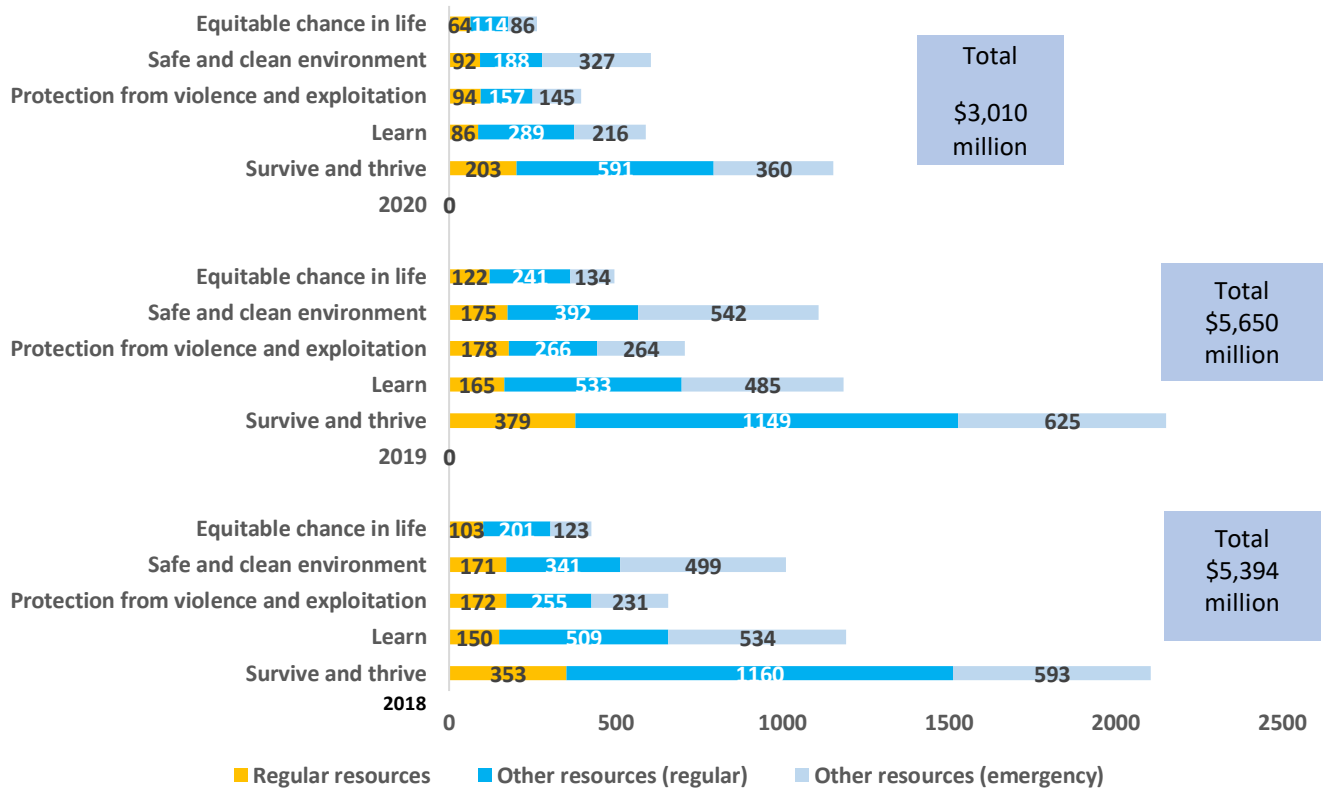
Expenses by Goal Area by resources and by year

Overall, the proportion of expenses by Goal Area has remained almost constant across the three years.

- Survive and thrive – 39% (2018), 38% (2019, 2020)
- Learn – 22% (2018), 21% (2019), 20% (2020)
- Protection from violence and exploitation – 12% (2018), 13% (2019, 2020)
- Safe and clean environment – 19% (2018), 20% (2019, 2020)
- Equitable chance in life – 8% (2018), 9% (2019, 2020)

The proportion of other resources (emergency) expenses has shown a declining trend in the last three years for Goal Area: Learn (27 per cent to 19 per cent) and an increasing trend for Goal Area: Safe and clean and environment (25 per cent to 29 per cent). On average, the other resources (regular) consisted of a larger proportion of expenses for Survive and thrive (53 per cent), Learn (46 per cent), and Equitable chance in life (46 per cent). For Safe and clean environment, on average, 51 per cent of the expenses were other resources (emergency). As compared to other Goal Areas (which had less than 18 per cent), Protection from violence and exploitation and Equitable chance in life had about 25 per cent of the expenses from regular resources.

FIGURE 10 Resources by Goal Area, by type and by year



¹⁰ Resources ear-marked specifically for humanitarian situations.

Expenses by Goal Area, by region and by year

In terms of Goal Area expenses:

- ESAR and WCAR accounted for about 55% of the Survive and thrive expenses. SAR and MENAR accounted for about 31% of the expenses.
- In Learn, MENAR, WCAR and ESAR accounted for 70% to 73% of expenses.
- MENAR, WCAR, and ESAR accounted for most of the Protection from violence and exploitation expenses. The proportion has increased from about 62% (in 2018/2019) to 75% in 2020.
- Similarly, MENAR, WCAR, and ESAR accounted for most of the Safe and clean environment expenses. The proportion has increased from about 75% (in 2018/2019) to 93% in 2020.
- MENAR accounted for about 44% of the Equitable chance in life expenses.

Key Goal Area(s) in each region are:

- EAPR – Survive and thrive;
- ECAR – Learn;
- ESAR – Survive and thrive;
- LACR – Survive and thrive Learn and Protection from violence and exploitation;
- MENAR – Learn and Safe and clean environment and Survive and thrive;
- SAR – Survive and thrive; and
- WCAR – Survive and thrive.

TABLE 6 Expenses by result area in each Goal Area

Goal Area /Result Area	2018 (\$ million/%)	2019 (\$ million/%)	2020 (\$ million/%)	Key region(s)
Survive and thrive	2106 (100%)	2153 (100%)	1154 (100%)	
- Maternal and newborn health	226 (11%)	221 (10%)	125 (11%)	WCAR, SAR, MENAR
- Immunization	556 (26%)	561 (26%)	289 (25%)	SAR, WCAR
- Child health	506 (24%)	531 (25%)	300 (26%)	ESAR, WCAR, MENAR
- Stunting	251 (12%)	281 (13%)	163 (14%)	WCAR, ESAR, SAR
- Treatment of severe acute malnutrition	418 (20%)	398 (18%)	192 (17%)	ESAR WCAR, MENAR
- HIV treatment and care	43 (2%)	33 (2%)	15 (1%)	ESAR, WCAR
- HIV prevention	32 (2%)	32 (2%)	14 (1%)	WCAR, ESAR
- Early child development	51 (2%)	72 (3%)	32 (3%)	MENAR, ESAR, LACR
- Adolescent health and nutrition	24 (1%)	24 (1%)	16 (1%)	SAR, WCAR
Learn	1192 (100%)	1183 (100%)	591 (100%)	
- Education access	769 (65%)	772 (65%)	397 (67%)	MENAR
- Learning outcomes	323 (27%)	331 (28%)	150 (25%)	ESAR, WCAR, MENAR

Goal Area /Result Area	2018 (\$ million/%)	2019 (\$ million/%)	2020 (\$ million/%)	Key region(s)
- Skills development	100 (8%)	81 (7%)	44 (7%)	MENAR
Protection from violence and exploitation	658 (100%)	708 (100%)	395 (100%)	
- Prevention and response services for violence against children	528 (80%)	594 (84%)	333 (84%)	MENAR, ECAR, ESAR
- Harmful practices (FGM/C and child marriage)	30 (5%)	30 (4%)	20 (5%)	ESAR, WCAR, MENAR
- Access to justice	99 (15%)	84 (12%)	43 (11%)	MENAR
Safe and clean environment	1011 (100%)	1109 (100%)	607 (100%)	
- Water	610 (60%)	679 (61%)	357 (59%)	MENAR, ESAR, WCAR
- Sanitation	302 (30%)	313 (28%)	180 (30%)	MENAR, WCAR, ESAR
- Disaster risk reduction	50 (5%)	61 (6%)	35 (6%)	ESAR, WCAR
- Children in urban settings	29 (3%)	32 (3%)	22 (4%)	HQ, SAR
- Environmental sustainability	20 (2%)	24 (2%)	13 (2%)	SAR, MENAR
Equitable chance in life	427 (100%)	497 (100%)	264 (100%)	
- Child poverty	73 (17%)	60 (12%)	29 (11%)	ESAR, HQ, WCAR
- Social protection	295 (69%)	357 (72%)	189 (72%)	MENAR
- Adolescent empowerment	46 (11%)	64 (13%)	33 (13%)	MENAR, ECAR, HQ
- Gender	5 (1%)	9 (2%)	6 (2%)	HQ, ESAR, SAR
- Children with disability	7 (2%)	7 (1%)	6 (2%)	HQ, MENAR

Note: Numbers have been rounded to the million, so totals may not add up exactly in some cases.

Expenses by Country and by Goal Area

The top ten countries' share of expenses in all Goal Areas accounted for about 50 per cent of UNICEF total expenses (Table 7).

- For three of the five Goal Areas (Survive and thrive, Learn, and Safe and clean environment), the top ten countries' expense share is about 50%.
- For Protection from violence and exploitation, the top ten countries' share is less than 40%.
- For an Equitable chance in life, the expense share of the top ten countries is 60%.

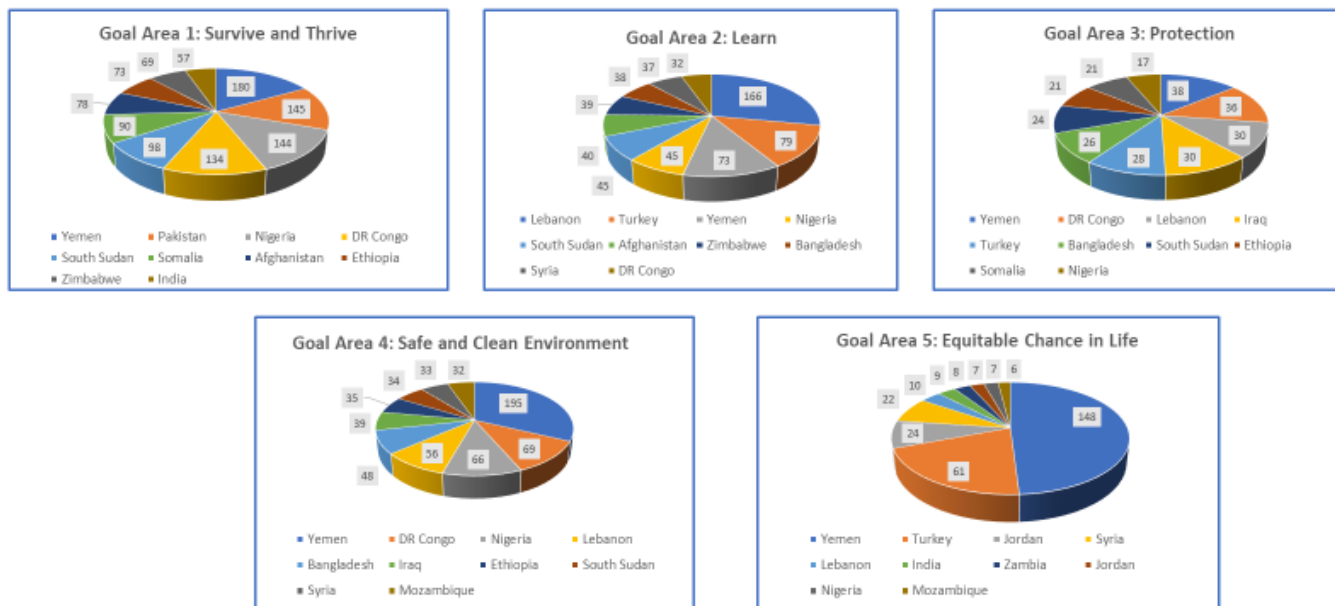
TABLE 7 Top 10 countries by Goal Area (\$ million)

Goal Area	2018	2019	2020
Survive and thrive <u>Top 10 share</u> - 2018 – 51% - 2019 – 50% - 2020 – 46%	Nigeria (161)	Yemen (180)	Yemen (88)
	Yemen (140)	Pakistan (145)	DR Congo (71)
	Pakistan (139)	Nigeria (144)	South Sudan (69)
	DR Congo (129)	DR Congo (134)	Nigeria (64)
	Somalia (111)	South Sudan (98)	Somalia (51)
	Afghanistan (98)	Somalia (90)	Afghanistan (51)
	South Sudan (92)	Afghanistan (78)	Ethiopia (40)
	Ethiopia (82)	Ethiopia (73)	Sudan (37)
	Zimbabwe (62)	Zimbabwe (69)	India (33)
	Kenya (53)	India (57)	Zimbabwe (32)
Learn <u>Top 10 share</u> - 2018 – 55% - 2019 – 50% - 2020 – 50%	Lebanon (241)	Lebanon (166)	Lebanon (70)
	Turkey (105)	Turkey (79)	Yemen (43)
	Jordan (73)	Yemen (73)	Turkey (47)
	South Sudan (44)	Nigeria (45)	Afghanistan (25)
	Afghanistan (43)	South Sudan (45)	Bangladesh (21)
	Syria (35)	Afghanistan (40)	DR Congo (21)
	Nigeria (31)	Zimbabwe (39)	Nigeria (19)
	Iraq (28)	Bangladesh (38)	South Sudan (18)
	DR Congo (27)	Syria (37)	Syria (16)
	Zimbabwe (26)	DR Congo (32)	Zimbabwe (16)
Protection from violence and exploitation <u>Top 10 share</u> - 2018 – 35% - 2019 – 38% - 2020 – 37%	Turkey (32)	Yemen (38)	Turkey (21)
	DR, Congo (27)	DR Congo (36)	DR Congo (20)
	Lebanon (27)	Lebanon (30)	Yemen (18)
	South Sudan (26)	Iraq (30)	Lebanon (15)
	Iraq (24)	Turkey (28)	Bangladesh (15)
	Bangladesh (20)	Bangladesh (26)	Somalia (13)
	Somalia (20)	South Sudan (24)	Ethiopia (13)
	Nigeria (19)	Ethiopia (21)	Iraq (12)
	Yemen (19)	Somalia (21)	South Sudan (9)

Goal Area	2018	2019	2020
	Zimbabwe (17)	Nigeria (17)	Sudan (9)
Safe and clean environment	Yemen (114)	Yemen (195)	Yemen (89)
	Nigeria (58)	DR Congo (69)	DR Congo (41)
	Jordan (57)	Nigeria (66)	Lebanon (38)
	DR Congo (54)	Lebanon (56)	Somalia (20)
<u>Top 10 share</u>	Syria (45)	Bangladesh (48)	Bangladesh (29)
- 2018 – 52%	Ethiopia (43)	Iraq (39)	South Sudan (19)
- 2019 – 55%	Bangladesh (40)	Ethiopia (35)	Nigeria (18)
- 2020 – 50%	Iraq (39)	South Sudan (34)	Iraq (17)
	Lebanon (39)	Syria (33)	Mozambique (15)
	South Sudan (36)	Mozambique (32)	Sudan (15)
Equitable chance in life	Yemen (112)	Yemen (148)	Yemen (50)
	Turkey (54)	Turkey (61)	Turkey (35)
<u>Top 10 share</u>	Syria (23)	Jordan (24)	Jordan (20)
- 2018 – 61%	Jordan (22)	Syria (22)	Syria (15)
- 2019 – 61%	Ethiopia (16)	Lebanon (10)	Lebanon (12)
- 2020 – 58%	Lebanon (12)	India (9)	Nigeria (6)
	Iraq (7)	Zambia (8)	Zambia (5)
	Lesotho (5)	Jordan (7)	India (4)
	India (5)	Nigeria (7)	Mozambique (4)
	Brazil (4)	Mozambique (6)	Burkina Faso (3)
Total expenses - top 10 countries (all Goal Areas)	\$2, 736 million	\$2, 842 million	\$1,432 million
Share of expenses - top 10 countries (all Goal Areas)	51%	50%	48%

FIGURE 11 Expenses by Goal Areas: Top ten countries

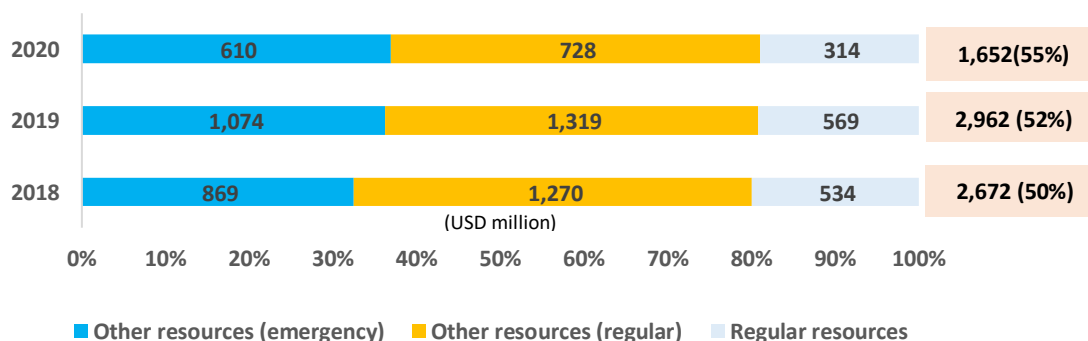
Expenses in Millions USD by Country and Goal Area in 2019: Top ten countries



Expenses in least developed countries (LDCs)¹¹

Overall, the share of expenses in LDCs has been increasing. The share of other resources (emergency) expenses in LDCs (as part of overall other resources emergency) has increased over the three years, from 44 per cent in 2018 to 54 per cent in 2020. The proportion of expenses from other resources (regular) has increased marginally, from 51 per cent in 2018 to 54 per cent in 2020. The proportion of expenses from regular resources has also increased from 56 per cent to 58 per cent in 2020.

FIGURE 12 Expenses in least developed countries (LDCs)



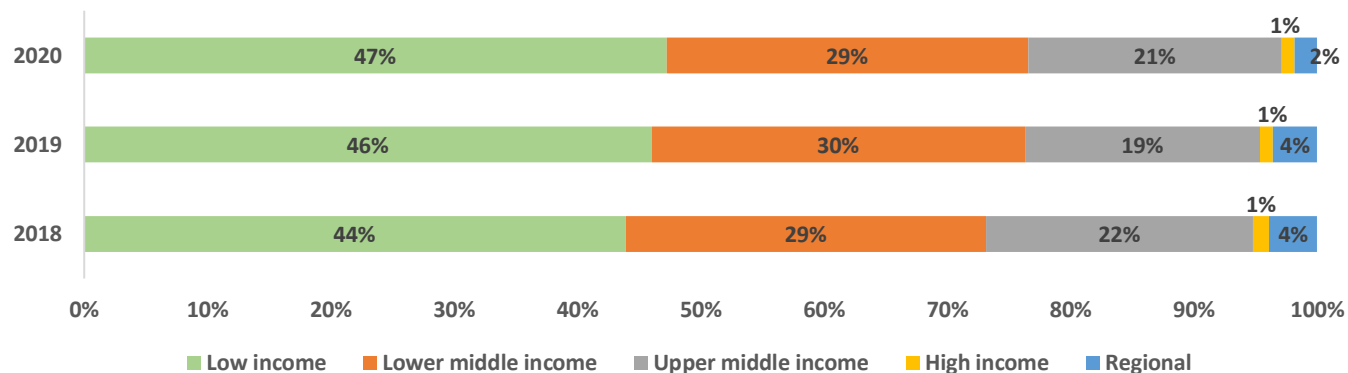
Note: Pink boxes are totals for each year, and the percentages are proportion to overall expenses

¹¹ LDCs as of December 2018 (https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/ldc_list.pdf)

Overall expenses by country income categories

Almost half of the UNICEF expenses were in low-income countries (84 per cent were ORR and ORE in almost equal proportions). UNICEF expenses in low-middle-income countries accounted for 30 per cent of its overall expenses (60 per cent from ORR). More than 60 per cent of expenses in upper-middle-income countries were ORE. Regular resource expenses accounted for at least 25 per cent of lower-middle-income and high-income countries' expenses. In both these country income categories, ORE expenses were lower as compared to the other two types of resources.

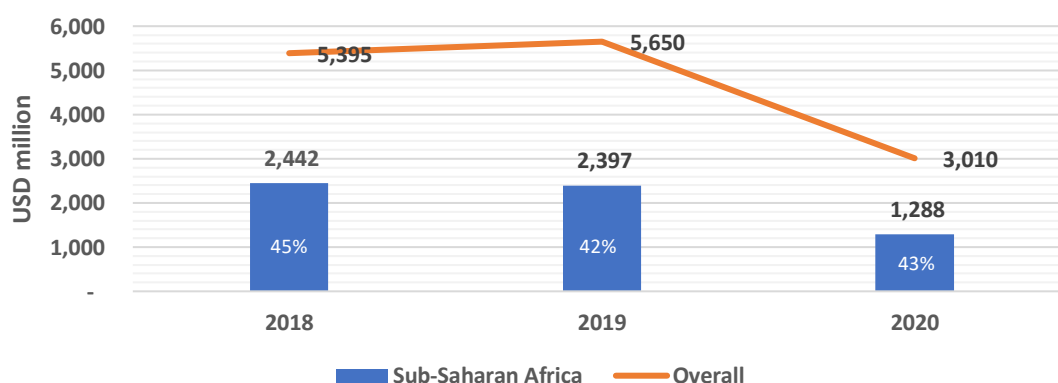
FIGURE 13 Expenses by country income categories



Expenses in sub-Saharan Africa

Overall, the share of expenses in sub-Saharan Africa has declined marginally, from 45 per cent in 2018 to 43 per cent in 2020.

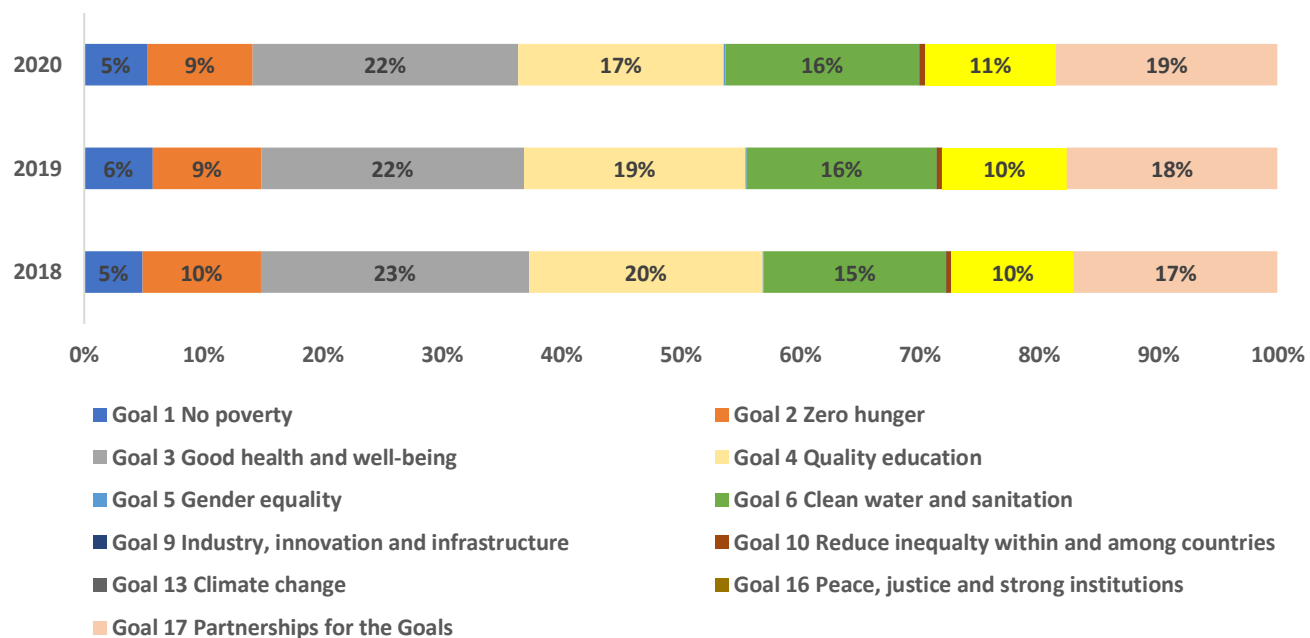
FIGURE 14 Expenses in sub-Saharan Africa



Expenses in relation to SDGs

Globally, the majority (74 per cent) of UNICEF expenses were on SDGs 3, 4, 6, and 17. Another 25 per cent were spent on SDGs 1, 2 and 16. Less than 1 per cent of expenses were on SDGs 5, 9, 10 and 13.

FIGURE 15 Expenses aligned to SDGs



ANNEX 17: DOCUMENTS REVIEWED

United Nations resolutions

Resolution adopted by the United Nations General Assembly, 'Aligning the Strategic Planning Cycles of the United Nations Funds and Programmes with the Comprehensive Policy Review of Operational Activities for Development of the United Nations System, A/RES/63/232, 19 December 2008

Resolution adopted by the United Nations General Assembly, 'The Future We Want', A/RES/66/288, 27 July 2012

Resolution adopted by the United Nations General Assembly, 'Transforming our World: The 2030 Agenda for Sustainable Development', A/RES/70/1, 25 September 2015

Resolution adopted by the United Nations General Assembly, 'Quadrennial Comprehensive Policy Review of the Operational Activities for Development of the United Nations System', A/RES/71/243, 1 February 2017

Resolution adopted by the United Nations General Assembly, 'Repositioning of the United Nations Development System in the Context of the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System', A/RES/72/279, 31 May 2018

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Repositioning the UN development system

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UNICEF 2014-2017 Strategic Plan

UNICEF 2014-2017 SP

- i. End-of-cycle review of MTSP
- ii. Strategic Plan, Theory of Change, logframe, integrated budget
- iii. Thematic discussions on results & lessons learned
 1. Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 1: Young child survival and development
 2. Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 2
 3. Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 3: Children and AIDS
 4. Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 4
 5. Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 5: Policy advocacy and partnerships for children's rights
 6. Thematic discussion on the work of UNICEF in humanitarian situations
 7. Gender Lens in UNICEF MTSP 2014-2017
 8. UNICEF Mid-term Strategic Plan 2014-2018

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