

REVISED RECOMMENDATIONS

Nairobi MoRES consultation, 30-31 August 2012

GENERAL CONSIDERATIONS:

- The meeting recognized the positive evolution of MoRES over the past year. Specifically, there was consensus that MoRES represents a set of universally applicable (for all stakeholders) equity-focused good programming, planning and monitoring principles including a commitment to:
 - (1) clear articulation of results, focused on the most disadvantaged children, families, communities;
 - (2) identification and analysis of the full chain of determinants of child deprivation, with special focus on the identification of barriers and bottlenecks;
 - (3) strengthening the monitoring (at national and subnational level) of results across the four levels, with particular emphasis on enhanced level 3 monitoring;
 - (4) application of proven programme strategies that focus on removing these barriers and bottlenecks;
 - (5) introduction of innovative approaches to improve programme design, implementation, monitoring and evaluation;
 - (6) improved accountability for reporting on actions taken to remove barriers and bottlenecks, the results achieved, and lessons learnt to inform programmatic response.
- The meeting highlighted that there is a need to communicate this evolved **common understanding** on what constitutes “MoRES” across the organization
 - Action Point: One pager that clearly articulates “What is MoRES” (and what MoRES is not) for pro-active distribution through multi-dimensional communication channels
- The meeting recommended the **integration/mainstreaming of MoRES** into all aspects of the UNICEF planning, implementation monitoring and evaluation processes. Specifically, the meeting stressed that the MoRES roll-out (mainstreaming) should result in all offices adhering to these six common principles. However, it was noted that the rollout should allow for sufficient flexibility recognizing that different country contexts and different technical programs warrant a tailored rather than a one-size fits all approach.
- The meeting reiterated **country office ownership** of the process. While recognizing that the principles of MoRES are applicable to all, it was noted that Country Offices are responsible for deciding on the programmatic scope ,sequencing and pace of the roll out of MoRES. This would include identifying areas where additional (bottleneck) analysis will add value to what is already known about inequities; where programmatic adjustments are needed; and/or monitoring systems need to be strengthened with particular emphasis on the key determinants.
- **MoRES application across all program areas:** Given the importance of developing level 3 monitoring processes and tools that are applicable to all programme areas, there is a need for increased attention, technical and financial resources to focus on roll-out across all programme areas (health, nutrition, WASH, education, HIV/AIDS, child protection, ECD, youth etc.) with the objective of increasing identification of bottlenecks and response strategies across all UNICEF sectoral and cross-cutting programme areas.

- **MoRES application in humanitarian contexts** is focused on immediate-term results to address dramatically increased levels of vulnerability and deprivation across the affected population usually in a context of increased/shifting barriers and bottlenecks which requires immediate adjustment of programme strategies and higher frequency monitoring and reporting to inform the continued relevance of the response.
- Recognizing that UNICEF is one of many stakeholders/partners in each country, the meeting highlighted the importance of taking MoRES beyond UNICEF through ***leveraging the Equity Re-focus and MoRES within National Development Plans, National Sector Strategies, national monitoring and evaluation systems and UN coherence plans and monitoring schemes*** to leveraging government commitment and partner resources to have the desired impact. In relation to the UN coherence agenda, the meeting cautioned that lessons had to be learnt from previous division of labour exercises and the impact especially on resource mobilization.

FOLLOW-UP ACTION POINTS/NEXT STEPS:

MoRES leveraging with key stakeholders and partnership frameworks

- 1) UNICEF at all levels to initiate/accelerate engagement/leveraging with Government (and other development partners) on applying **MoRES in National Development Plans**, National Sector Strategies, national monitoring and evaluation systems. In order to achieve this, UNICEF capacity building needs to focus on strengthening government capacity, especially at sub-national/decentralized levels.
- 2) UNICEF at all levels to initiate/accelerate advocacy with UN partners on application of **MoRES in UN coherence** plans and monitoring schemes.
 - UN, Development Banks (WB, ADB etc) and other partners (at the global, regional and country level) sensitized on MoRES and endorse it (on-going, UNDP to issue a joint statement by December, 2012)
 - UNDG to incorporate the MoRES good programming principles in new standard operating procedures and guidance as part of the DaO and other related guidance (by February, 2013)
- 3) UNICEF work towards integrating **MoRES as key strategy in all strategic programme partnership frameworks** (SUN, eMTCT etc.) with the objective to use these existing partnership frameworks to facilitate adoption of the MoRES approach in national sector strategies.

MoRES integration across UNICEF planning, monitoring and evaluation process

- 4) All **situation analyses** will include a comprehensive analysis of the situation of the most disadvantaged children, including the key barriers and bottlenecks
 - Action Point: Guidance to be issued and good examples shared
- 5) All **mid-term reviews** should include a comprehensive review of the status of disadvantaged children and progress achieved and revises the country programme as required to explicitly address the key barriers and bottlenecks affecting the most disadvantaged children in each country
 - Action Point: Guidance to be issued and good examples shared.

- 6) All **new country programmes** (for presentation to the Executive Board in 2013) to explicitly outline the status of disadvantaged children and the approach of the country programme to address the relevant barriers and bottlenecks
 - Action Point: Revised CPD guidance to be issued and good examples shared

- 7) As part of the **annual review process**, in analysing progress towards each IR, all country offices to review the relevant determinants of child deprivations and related indicators. CO's to determine which areas require adjustment of programme strategies in 2013 based on the review. COs to adjust 2013 workplans as required and possible as an outcome of this process
 - Action Points: (1) Global annual review guidance to be issued, (2) CO's to incorporate in annual review process

- 8) In 2013 workplans, all COs to increase emphasis on (1) supporting the monitoring and reporting of indicators of relevant determinants at regular intervals at the appropriate level (national or decentralized level) including through operational research, and (2) make necessary adjustments in programmatic strategies to remove identified barriers and bottlenecks
 - Good examples to be shared
 - Clear process guidelines for programme strategy prioritization exercise to be issued
 - Organizational financial resources to be mobilized and allocated to support the scale-up

- 9) By January 2013, all **regions have a workplan for mainstreaming MoRES** to support the above processes with clearly identified accountabilities, roles and responsibilities of CO/RO/HQ support (peer support, technical assistance, feed-back mechanisms etc.) with each region determining how the roll-out will work in their respective region.

- 10) **MoRES in humanitarian contexts** (formerly separate HPMS) to be integrated in relevant organizational systems and all revised programme guidance.
 - Action Point: Revised (PPP, VISION etc.) guidance to be issued

MoRES staff technical capacity, role and accountabilities

- 11) **Accountability** for leading the MoRES application lies with the Representative, supported by the Deputy Representative and implemented by the programme team, including the planning, monitoring and evaluation specialists. Country Offices are to receive updated technical guidance from HQ and accelerated technical assistance and quality assurance support from RO.

- 12) Cadre of MoRES facilitators (for different components of MoRES) identified, trained, and participating in coaching/mentoring processes in all regions (by November, 2012).

- 13) Regional advisors in all sectors are trained and effectively supporting the rollout of MoRES (in their respective sector) (by end of November)

- 14) Peer support system between country offices to be set up within each region, and globally to take advantage of similarities in country contexts across the world.
- 15) All Representatives and Deputy Representatives leading (empowered and accountable) the rollout of MoRES in respective country office (by end of 2012).
 - MoRES sessions to be included in upcoming RMT, DrOPS and PME and all sectoral technical network meetings and on-going communication
- 16) All programme staff aware of the basic components of MoRES (by end of 2012).
 - Development and implementation of a communication package.

MoRES Knowledge Management (experience exchange, evaluation etc.)

- 17) System (website, other communication modalities) to be put in place to share good examples of mainstreaming MoRES at all levels (by October, 2012)
- 18) CO are to be encouraged to conduct **targeted operational research** to support MoRES
- 19) **Independent evaluations** of programme interventions to be adopted as a standard UNICEF practice.
- 20) Programme **knowledge management strategy** guidance to be issued
- 21) **MoRES toolkit** (menu of different tools) to be finalized and issued.
 - Toolkit to include a costing and budgeting tool
 - Tools and guidance for education and child protection to be developed
- 22) Opportunities for **South-South experience exchange** and collaboration between different countries in the region and globally, especially on innovations to be organized.
- 23) It will be useful to establish an **Inventory of innovations** with possible application to the MoRES roll-out to be set-up
- 24) Provision of innovation packages for country offices to adapt (including draft TORs for SSAs/technical skills) which may be adapted to programme contexts and linked to real-time information (for action) to monitoring of results
- 25) Innovation labs have proven to be useful as country hubs for innovation and MoRES