For discussion

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Annex: Supporting documents to the UNICEF Strategic Plan, 2014-2017

Contents

1.   Summary of key global commitments to children

Impact	Global commitments
Advancing the rights of every child, especially the most disadvantaged	- Reduce under-5 child deaths to no more than 20 per 1,000 live births by 2035 or, if the nation is already below that level, sustain the progress, with a focus on reducing inequalities at subnational level. **[A Promise Renewed]** - Reduce the burden of malaria at least 75% by 2015. **[World Health Assembly goals]** - Reduce mortality from pneumonia in children less than 5 years of age to fewer than 3 per 1,000 live births by 2025. - Reduce mortality from diarrhoea in children less than 5 years of age to less than 1 per 1,000 live births by 2025. **[Global Action Plan for Pneumonia and Diarrhoea goals]** - Reach at least 90% of national coverage and at least 80% in every district or equivalent administrative unit for DPT-containing vaccines. - Achieve at least 90% coverage with measles-containing vaccine (MCV) nationally, and exceed 80% vaccination coverage in every district or equivalent administrative unit by 2015. - Achieve at least 95% coverage with both first and second dose of MCV in each district and nationally by 2020. - By end 2014: Stop wild polio virus transmission. - By end 2018: Global certification of eradication of wild polio virus. **[Decade of Vaccines Global Vaccine Action Plan 2011-2020 goals]** - Reduce HIV infections among adolescents by 50%. - Ensure universal access to treatment. **[2011 United Nations General Assembly Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS]** - By 2025 no one practises open defecation. - By 2030 universal basic drinking water and adequate hand-washing at home; universal basic drinking water, adequate sanitation, adequate hand-washing and menstrual hygiene facilities at schools and health centres. [**Proposed global targets for water, sanitation and hygiene (WASH)]** - Reduce by 40% the global number of children under 5 years who are stunted by 2025. - Reduce by 50% anaemia in women of reproductive age by 2025 (global prevalence). - Increase exclusive breastfeeding rates in the first 6 months up to at least 50% by 2025 (global average). - Reduce and maintain childhood wasting to less than 5% by 2025 (global prevalence). - Reduce low birth weight by 30% by 2025. - No increase in childhood overweight by 2025 (global prevalence). **[2012 World Health Assembly goals]** - Expand and improve comprehensive early childhood care and education, especially for the most vulnerable and disadvantaged children.

Impact	Global commitments
	- Ensure that by 2015 all children – particularly girls, children in difficult circumstances and those belonging to ethnic minorities – have access to, and complete, free and compulsory primary education of good quality. - Ensure that the learning needs of all young people are met through equitable access to appropriate learning and life-skills programmes. - Achieve gender equality in education by 2015, with a focus on ensuring girls' full and equal access to and achievement in basic education of good quality. - Improve all aspects of the quality of education and ensure excellence of all so that recognized and measurable learning outcomes are achieved by all, especially in literacy, numeracy and essential life skills. **[Global Partnership for Education goals]** - Three priorities of the Global Education First Initiative (GEFI) of the United Nations Secretary-General: Put Every Child in School; Improve the Quality of Learning; and Foster Global Citizenship. **[Launch of GEFI at the 2012 United Nations General Assembly]** - "Urges States to take or strengthen, as appropriate, legislative and other measures to effectively prevent, prohibit and eliminate all forms of violence against children, in all settings." **[Omnibus resolution of the Third Committee on the Rights of the Child (A/67/152), November 2012]** - "Urges all States: 1) To give priority attention to the prevention of all forms of violence against children and to addressing its underlying causes, through a systematic, comprehensive and multifaceted approach; 2) To end impunity for perpetrators of crimes against children, investigate and prosecute such acts of violence and impose appropriate penalties and; 3) To ensure national research and documentation to identify vulnerable groups of children, inform policy and programmes at all levels and track progress and best practices towards preventing all forms of violence against children." **[General Assembly Resolution on the Rights of the Child, (A/RES/62/141), February 2008]** - "Prioritize the protection of children, adolescents and youth from violence, and the prevention of their involvement in violent acts." [**Outcome document: "Violence, Citizen Security and the Post-2015 Agenda, 2013]** - "Members should, in accordance with national circumstances, establish as quickly as possible and maintain their social protection floors comprising basic social security guarantees." - "….the social protection floors should comprise at least…basic income security for children, at least at a nationally defined minimum level." **[The Social Protection Floors Recommendation, 2012 (No. 202) adopted by the International Labour Conference (ILC) in June 2012]** - "States Parties shall recognize for every child the right to benefit from social security, including social insurance, and shall take the necessary measures to achieve the full realization of this right in accordance with their national law." - "States Parties recognize the right of every child to a standard of living adequate for the child's physical, mental, spiritual, moral and social development." **[Articles 26 and 27, Convention on the Rights of the Child]** - " … The Heads of State and Government and high-level representatives …call for more coordinated and comprehensive strategies... to reduce risk, increase resilience and provide a smoother transition between relief, recovery and development." **[Para. 188, The Future We Want: Outcome Document adopted at Rio+20]**

2.   Results and key performance indicators

Further to the Integrated Results and Resources Framework as outlined in document E/ICEF/2013/16, the following tables summarize the results and key performance indicators for the UNICEF Strategic Plan, 2014-2017. Outcome and output indicators will be reported as a number or percentage based on the result and where possible, will also be reported by number of children reached. For humanitarian situations, UNICEF will report on the number of people reached in areas targeted with UNICEF assistance.

This is a draft under development. The baselines, targets, sources and risks/assumptions will be outlined as part of the finalization process.

Programmes

Outcome 1: Health

Outcome: Improved and equitable access to and use of proven interventions to increase the survival of all mothers and newborns during delivery and the neonatal period, and among children the ability to live free from preventable diseases and disability				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries in which at least 80% of live births are attended by a skilled birth attendant (doctor, nurse, midwife or auxiliary midwife)				
Countries in which at least 80% of women are attended at least four times during pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy				
Countries in which at least 60% of newborns of both sexes receive a postnatal visit within 2 days				
Malaria-endemic countries in which at least 80% of children 0-59 months with fever receive any Artemisinin-based combination therapy or other first-line antimalarial treatment				
Countries in which at least 90% of children under 12 months receive vaccines containing diphtheria, pertussis and tetanus 3 (DPT3)				
Countries in which at least 80% of children of both sexes aged 0-59 months with suspected pneumonia receive antibiotics				
Countries that are verified/validated as having eliminated maternal and neonatal tetanus				
Polio-affected countries with no reported cases of polio				
Countries reporting a significant reduction in the gap between the most disadvantaged and least disadvantaged communities in prevalence rate of malaria, pneumonia or diarrhoea				
Malaria-endemic countries in which the gap in the proportion of children 0-59 months sleeping under an insecticide-treated net, between the most disadvantaged group or administrative unit and the least disadvantaged group or administrative unit, is				

significantly reduced after 4 years				
Countries in humanitarian settings in which 100% of the population in affected areas has access to health care facilities stocked with emergency supplies and drugs for the next month				

Output 1: Enhanced knowledge of caregivers about the range and benefits of services available for antenatal care, childbirth and young child survival, with increased access and use of preventive and curative care during pregnancy, childbirth and for children				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Polio-affected countries with <1% of children under 5 years missing vaccination due to refusal				
Countries in which nationally at least 90% of children receive first dose of measles-containing vaccine per national immunization schedule				
Countries in which at least 80% of children receive first dose of measles-containing vaccine per national immunization schedule in every district or equivalent administrative unit				

Output 2: Increased national capacity to ensure availability and access to essential evidence-based interventions, commodities, equipment, skilled human resources and delivery systems for women's and children's health care at national and subnational levels				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries in which nationally at least 80% of children of both sexes aged 0-59 months with suspected pneumonia seek health care				
Countries in which the gap in the proportion of children 0-59 months with suspected pneumonia seeking health care, between the most disadvantaged group or administrative unit and the least disadvantaged group or administrative unit, is significantly reduced after 4 years				
Countries in which nationally 80% of children aged 0-59 months with diarrhoea receive oral rehydration salts (ORS) and zinc				
Countries in which the gap in the proportion of children 0-59 months with diarrhoea who receive ORT and zinc, between the most disadvantaged group or administrative unit and the least disadvantaged group or administrative unit, is significantly reduced after 4 years				
Countries having access to the appropriate polio vaccine type and quantity at least one week before the polio campaign				

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved scaling up of evidence-based high-impact health interventions				

Output indicators	Baseline	Target	Source	Risks/assumptions
Countries that have policies in place for home visits for newborns (first week of life)				
Countries that have policies in place allowing community health workers to provide antibiotics for pneumonia				
Countries that have costed implementation plans for maternal, newborn and child health care				
Countries that nationally routinely monitor progress on maternal, newborn and child survival against a set of common matrices (using national countdowns, scorecards or related processes)				
Countries that conduct Monitoring Results for Equity Systems (MoRES) level 3 monitoring (e.g., district health systems strengthening) for child survival interventions in at least 80% of disadvantaged districts and incorporate findings from bottleneck and barriers analysis into district health plans				

Output 4: Increased country capacity and delivery of services to prevent excess mortality among girls, boys and women in humanitarian situations				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries in humanitarian settings in which UNICEF targeted families in the affected area receive two insecticide treated nets in malaria-endemic areas				
Countries in humanitarian settings in which UNICEF targeted children 6-59 months (or 6 months to 15 years in affected areas) are vaccinated against measles				

Output 5: Increased capacity of governments and partners, as duty bearers, to identify and respond to key human rights and gender dimensions of maternal and neonatal health				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with health management information systems providing data disaggregated by sex, disabilities, urban (including slums)/rural and other dimensions as appropriate				
Countries that report sex differentials in infant, child and under-5 mortality				
Countries with clearly defined targets for reducing pregnancy rates among 15- to 19-year-old girls				
Countries with 90% of districts in which UNICEF programmes operate have a functional local health committee that includes members of both sexes				

Outcome 2: HIV and AIDS

Outcome: Improved and equitable access to and use of proven HIV interventions, to protect children from HIV infection and ensure that

children with HIV remain free from AIDS				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with 80% coverage of antiretroviral treatment (ART) among eligible girls and boys aged 0-14 years and eligible adolescent girls and boys aged 10-19 years				
Countries providing at least 80% coverage of triple drug regimens for all pregnant women living with HIV				
Countries where at least 50% of the overall HIV/AIDS budget is funded through domestic resources				
Countries with humanitarian crises in which HIV prevention and treatment is available to 80% of the population				

Output 1: Enhanced support for children and caregivers to apply healthy behaviours, use health services and receive social and economic support, consistent with UNAIDS Unified Budget, Results and Accountability Framework				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries that have community accountability mechanisms in at least 50% of antenatal care facilities involving women and men living with HIV to support national plans to eliminate new infections in children and keep mothers alive				
Countries that include community representatives in national HIV and AIDS data reporting and review				
Countries that include condom use in life skills-based education in upper primary school				

Output 2: Increased national capacity to ensure availability of essential service delivery systems for scaling up HIV interventions				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/Assumptions**
Countries where at least 80% of eligible adolescent males 15-19 years receive counselling for voluntary medical circumcision				
Countries where at least 80% of antenatal care settings offer HIV testing and ART				
Countries where at least 50% of facilities offer provider-initiated testing and counselling to children aged 0-19 years				
Countries with non-physician health care providers trained and providing antiretroviral treatment in at least 80% of antenatal care settings				

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved scaling-up of evidence-based high-impact HIV/AIDS interventions, consistent with UNAIDS UBRAF				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**

	Baseline	Target	Source	Risks/assumptions
Countries reporting disaggregated data on HIV testing and ART coverage, including by age, sex and key affected populations, among adolescents aged 10-14 years and 15-19 years				
Countries with national plans and targets in place reflecting clear and comprehensive criteria to address HIV among adolescents				
Countries with national social and child protection strategies that include elements focused on HIV and gender				
Countries with national policies to implement sexuality and or life skills-based education in upper primary school level				

Output 4: Increased country capacity and delivery of services to ensure vulnerability to HIV infection is not increased and HIV-related care needs are met in humanitarian situations

Output indicators	Baseline	Target	Source	Risks/assumptions
UNICEF-targeted population in humanitarian situations for whom HIV and AIDS prevention and treatment are available				
UNICEF-targeted HIV-positive pregnant women in humanitarian situations who continue to receive ART to prevent mother-to-child transmission of HIV (continue and /or initiate)				
UNICEF-targeted children living with HIV and on treatment (aged 0-18 years; disaggregated by 0-4, 5-9, 10-14, 15-18 years) in humanitarian situations who continue to be on ART (continue and/or initiate)				

Output 5: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of HIV and AIDS

Output indicators	Baseline	Target	Source	Risks/assumptions
Countries with HIV national databases that provide disaggregated data (by sex, orphanhood, disabilities, urban (including slums)/rural and other dimensions as appropriate) that allows identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children				
Countries implementing HIV-sensitive interventions to prevent and respond to at least one of the following: sexual abuse, gender-based violence, early sexual debut and exploitation by commercial sex of adolescent girls and boys				
Countries that collect data on gender-based violence				

Outcome 3: Water, sanitation, hygiene

Outcome: Improved and equitable access to and use of safe drinking water, adequate sanitation and good hygiene practices and promotion of

healthy environments				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risk/assumptions**
Countries with increased proportion of the population having sustainable access to and use of safe drinking water				
Countries with increased proportion of the population having sustainable access to and use of adequate sanitation				
Countries with increased proportion of the population having sustainable access to and use of household hand-washing facilities				
Countries with an increased proportion of schools and health facilities having adequate water, sanitation and hygiene (WASH) facilities meeting national standards				
Countries in humanitarian situations where 100% of affected people access and use safe drinking water as per nationally agreed standards in their living and learning environment				
Countries in humanitarian situations where 100% of affected people access and use adequate sanitation and hygiene facilities as per nationally agreed standards in their living and learning environment				
Countries in humanitarian situations where 100% of affected people access and use hand-washing facilities as per nationally agreed standards in their living and learning environment				
Countries that demonstrate progress towards reducing inequalities in access to WASH services				
Countries with a national sanitation budget equal to or exceeding 0.5% of GDP				
Countries on track in implementing national WASH strategy to achieve improved and more equitable access to and sustained use of safe drinking water, adequate sanitation and good hygiene practices				

Output 1: Enhanced support for children and families leading to sustained use of safe drinking water, adoption of adequate sanitation and good hygiene practices				
Output indicators	**Baseline**	**Target**	**Source**	**Risk/assumptions**
Elimination of open defecation and use of adequate sanitation, based on: (a) Decreasing per cent of population practising open defecation and (b) Increasing per cent of population using adequate sanitation				
People in relevant countries practising hand-washing in homes and schools				
People using safe drinking water from a source with a total round-trip collection time of 30 minutes or less including queuing				

Communities where an equal number of men and women have been empowered through training to sustain WASH services				

Output 2: Increased national capacity to support the achievement of sustainable, universal access to safe drinking water and adequate sanitation, and adoption of good hygiene practices				
Output indicators	**Baseline**	**Target**	**Source**	**Risk/assumptions**
People using water systems with verified water safety plans				
Proportion of water supply systems in relevant countries providing sustainable service				
Countries with national WASH monitoring systems that annually publish, and make available to the public, service and coverage data				
Pupils in schools gaining access to WASH facilities meeting nationally defined minimum standards				

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved equitable access to and sustained use of safe drinking water, adequate sanitation and good hygiene practices				
Output indicators	**Baseline**	**Target**	**Source**	**Risk/assumptions**
Countries in which decision-makers are aware of the need to mainstream climate change adaptation and/or risk management into national WASH strategies and plans				
Countries with a national strategy for elimination of open defecation				
Countries with education sector policies that include national WASH in Schools targets				
Countries in which national policy provides guidance on women's participation in WASH decision-making processes at all levels				

Output 4: Increased country capacity and delivery of services to ensure girls, boys and women have protected and reliable access to sufficient safe water, sanitation and hygiene facilities in humanitarian situations				
Output indicators	**Baseline**	**Target**	**Source**	**Risk/assumptions**
Countries in humanitarian situations where UNICEF leads country cluster or sector coordination mechanism that meet Core Commitments for Children in Humanitarian Action (CCC) standards for coordination				
People and/or children targeted by UNICEF direct support in humanitarian situations accessing sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene				

People and/or children targeted by UNICEF direct support in humanitarian situations using appropriate sanitation facilities and living in environments free of open defecation				
People and/or children targeted by UNICEF direct support in humanitarian situations practising appropriate hygiene: hand-washing with soap at critical times and menstrual hygiene management				
Children targeted by UNICEF direct support in humanitarian situations accessing appropriate WASH facilities and hygiene education in schools, temporary learning spaces and other child-friendly spaces				

Output 5: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of water, sanitation and hygiene practices				
Output indicators	**Baseline**	**Target**	**Source**	**Risk/assumptions**
Countries with national monitoring systems providing disaggregated WASH data (by sex, urban (including slums)/rural, disabilities and others as appropriate) and identifying barriers and bottlenecks that inhibit realization of the rights of disadvantaged children				
Countries that have undertaken a WASH policy/strategy review through a human rights lens				

Outcome 4: Nutrition

Outcome: Improved and equitable access to and use of nutritional support to protect children from malnutrition and ensure they reach optimal growth and development				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with multi-sectoral, costed and sustainable national plans that include clear targets on reducing under-nutrition, especially in the most vulnerable groups				
Countries with an average annual stunting decline in line with the World Health Assembly goal for 2025 and equitable across gender and disadvantaged population groups				
Countries in which at least 50% of children 0-5 months old are exclusively breastfed				
Countries in humanitarian situations where the following indicators are achieved for children aged 6-59 months who are affected by severe acute malnutrition (SAM): >75% recovery rate; default rate of <15% and mortality of <3%				
Countries with nutrition policies that include specific actions to provide access to prevention, care, treatment and nutrition support to all vulnerable groups				

Output 1: Enhanced support for children, caregivers and communities to apply optimal nutrition and care practices; and to seek preventive, supportive

and curative nutrition services for all children				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries that reach at least 90% of children 6-59 months with 2 annual doses of vitamin A supplements				
Countries in which at least 75% of estimated SAM cases receive treatment as per national standard, with representative proportions of boys and girls				
Countries with at least 90% of households consuming adequately iodized salt				
Countries that report on and monitor progress on minimum acceptable diet with data disaggregated by geographical area, urban (including slums)/rural, sex and socio-economic status				

Output 2: Increased national capacity to deliver essential supplies, services, skilled human resources and delivery systems at national and subnational levels for scaling up quality, evidence-based and equity-focused nutrition interventions				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with at least 70% of population having access to community infant and young child feeding counseling services and /or early stimulation of young children				
Countries with adequate yearly supplies to treat the targeted number of SAM cases as per national policy				
Countries with adequate iron-containing micronutrient supplies to cover at least 70% of children aged 6-24 months in line with national guidelines and targets				
Countries with nutrition management information systems providing data regularly (at least annually) that informs planning and resource allocation				

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved equitable access to high-impact, comprehensive nutrition interventions				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with policy review or reform processes that include the need for equity-focused, multisectoral national nutrition policies and disaster plans that address nutrition risks				
Countries where the International Code of Marketing of Breastmilk Substitutes is adopted as legislation, monitored and enforced				
Countries with measures to safeguard the nutrition of children under 2 years of age in social protection programmes such as safety nets, poverty reduction strategies				

Output 4: Increased country capacity and delivery of services to ensure protection of the nutritional status of girls, boys and women from effects of humanitarian situations				

Output indicators	Baseline	Target	Source	Risks/assumptions
Countries in humanitarian situations where UNICEF leads country cluster or sector coordination mechanism that meet the CCC standards for coordination				
UNICEF-targeted children 6-59 months in humanitarian situations with SAM who are admitted to programmes for management of acute malnutrition				
UNICEF-targeted children 6-59 months in humanitarian situations who are admitted to a management of SAM programme and recover				
UNICEF-targeted children 6-59 months in humanitarian situations who access a multi-micronutrient supplementation programme				
UNICEF-targeted caregivers of children 0-23 months in humanitarian situations with access to infant and young child feeding counselling for appropriate feeding and early childhood services				

Output 5: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of nutrition				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with nutrition management information systems providing disaggregated data (by sex, geography, disabilities and other as appropriate) that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children				
Countries with adequate iron/folic acid or multi-micronutrient supplies to cover at least 70% of pregnant girls and women				
Countries with functioning community information sharing and reporting mechanisms on nutrition policy, budgets and services				

Outcome 5: Education

Outcome: Improved and equitable access to and completion of quality, inclusive education with a focus on gender equality and improving learning outcomes				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with pre-primary education gross enrolment ratio above 80% (total/girls)				
Countries with primary/lower secondary school age out-of-school rate (total/girls) below 5%				
Countries in which learning outcomes increased				
Countries in which expenditure on education is at least 20% of government expenditure on social sector				

Education in Global Humanitarian Funding				
Countries having achieved gender parity in pre-primary, primary and secondary education				
Countries in which poorest to richest ratio in primary education net attendance ratio increased by at least 5% annually				

Output 1: Enhanced support to ensure that disadvantaged and excluded children are ready to begin school and attend school regularly in a participatory school environment where communities are empowered

Output indicators	Baseline	Target	Source	Risks/assumptions
Countries in which primary enrolment ratio is at least 80% in disadvantaged areas				
Countries in which pre-primary enrolment ratio is at least 50% in disadvantaged area				
Countries in which at least 50% of schools in disadvantaged areas have school management committees that meet regularly				
Countries in which education management information system feeds findings back to school management committees or schools				

Output 2: Increased national capacity to deliver early learning opportunities, primary and secondary quality education and promote participation by young people

Output indicators	Baseline	Target	Source	Risks/assumptions
Countries implementing innovative approaches to improve quality and access to education for the most disadvantaged and excluded children or promote participation by young people				
Countries in which at least 50% of schools in disadvantaged areas meet child-friendly education standards (at least for quality of infrastructure and learning material)				
Countries in which at least 80% of primary and secondary school teachers in disadvantaged areas are trained				
Countries in which at least 50% of early learning centres in disadvantaged areas meet national standards for early learning (curriculum, staff/child ratio and physical standards)				

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved equitable access to quality and inclusive education

Output indicators	Baseline	Target	Source	Risks/assumptions

Countries with national standards for organized early learning programmes (curriculum, staff/child ratio and physical standards)				
Countries with quality standards consistent with child-friendly education[1] or similar models				
Countries with an education sector plan/policy that includes risk assessment and risk management				
Countries with quality standards consistent with child-friendly education or similar models				

Output 4: Increased country capacity and delivery of services to ensure girls and boys access safe and secure forms of education and critical information for their own well-being in humanitarian situations				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
UNICEF-targeted children accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces) in affected communities in humanitarian-context countries				
Countries with a country cluster or sector coordination mechanism that meets the CCC standards for coordination				
UNICEF-targeted children with access to humanitarian education programmes that incorporate psychosocial support				

Output 5: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of school readiness and performance				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with Education Management Information Systems providing disaggregated data (at least by sex and with data on disabilities)				
Countries with education policy/sector plan that includes multilingual education so more children can be taught in their mother tongue at least during the early grades				
Countries with policies about inclusive education covering children with disabilities				
Countries with an education policy/sector plan that stipulates procedures for reporting and taking action against violence in schools, including gender-based violence				

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[1] Child-friendly education supports schools and strengthens education systems through development of national standards that promote improved learning outcomes, including life-skills education, child-friendly teaching methods, child rights education and girls' safety and security.

Outcome 6: Child protection

Outcome: Improved and equitable prevention of and response to violence, abuse and exploitation of children, with strengthened support for their protection and development by families and communities				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with 30% reduction in proportion of women 20-24 years married by age 18 years, in countries with prevalence of at least 25%				
Countries with 20% reduction in proportion of children aged 5-14 years involved in child labour, in countries with prevalence of at least 10%				
Countries with 30% reduction in proportion of girls 0-14 years undergoing female genital mutilation/cutting				
Countries with 20% reduction in proportion of girls 15-19 years who have ever experienced sexual violence (forced to have sexual intercourse), in countries with prevalence of at least 5%				
Countries with 30% reduction in proportion of children aged 2-14 years who experience violent disciplinary practices				
Countries with 30% reduction in proportion of children in formal care who are in residential care				
Countries with 20% reduction in the number of children in detention per 100,000 child population				
Countries with 20% increase in the proportion of children diverted or sentenced who enter a pre-sentence diversion scheme[2]				
Countries with 30% increase in the proportion of children under 5 years who have their births registered				
Parties to conflict that are listed in the Annex of the Secretary-General's Report on Children and Armed Conflict and enter into action plans to end grave violations				
Countries with at least 30% of national budget expenditure on child and family welfare services				
Countries with available data where there has been 30% reduction of girls, boys, men and women (aged 15-49 years) who believe that a husband is justified in beating his wife under certain circumstances				
Countries in which legislation allows children to be heard in non-criminal legal processes to which they are a party.				

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[2] Disaggregated by sex, age at time of diversion, ethnicity, district of origin, category of offence, type of diversion programme.

Countries in which national legislation is in line with international standards for each child protection issue that is prioritized within the country context				

Output 1: Enhanced support to eliminate practices and behaviours harmful to children and increased capacities of children and families to protect themselves				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with a 30% increase in reported public statements by government and traditional and religious leaders and populations groups outlining concrete actions to reduce female genital mutilation/cutting				
Countries that are implementing strategies to change social expectations relating to violence, exploitation and abuse				
Countries in which 50% of targeted populations are knowledgeable on protection risks and know how to report child protection violations				

Output 2: Increased national capacity for child protection systems that prevent and respond to violence, abuse, exploitation and neglect, and that strengthen families and communities				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries in which child protection systems offer integrated preventive and response services[3] that are age, gender and ability appropriate, for children who are at risk of or have experienced violence, exploitation, abuse or neglect				
Countries in which 80% of areas or populations have access to a sufficient and skilled social service workforce				
Countries which have family support services covering 50% of areas/populations				
Countries with free and universal birth registration services[4]				
Countries with guarantees to weigh the best interests of the child that are applied in administrative and civil proceedings in (a) more formal justice systems; (b) less formal justice systems				
Countries with law enforcement units in 80% of programme areas that are applying a nationally established protocol for complaints related to violence, exploitation and abuse of children				

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[3] The integrated set of services is defined according to nationally identified needs. It will vary across country contexts but should include relevant connections between justice and care areas.

[4] As part of a comprehensive civil registration and vital statistics system.

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved effective and equitable prevention and response to violence, abuse, exploitation and neglect				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries that have a monitoring and evaluation framework and government budget allocation in place for child protection systems				
Countries with policy review or reform processes to reduce number of children formally indicted who are placed in detention prior to disposition				
Countries with policy review or reform processes that clearly define referral pathways and professional accountabilities for reporting violence, abuse, exploitation and neglect for all sectors in contact with children				
Countries with policies that include a component to support and promote young child development, together with other programmatic components (health, nutrition, child protection with specific measures) to reach the most marginalized young children, and with government budget allocation				
Countries with policy review or reform processes that include budgetary provisions for parental leave and child care services[5]				

Output 4: Increased country capacity and delivery of services to ensure that children's rights to protection from violence, abuse and exploitation are sustained and promoted in humanitarian situations				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries that meet all relevant child protection CCCs required by the context[6]				
Countries in which humanitarian programmes include a strategy to strengthen systems for child protection				
Countries in humanitarian situations where UNICEF leads a coordination mechanism covering child protection, gender-based violence and/or mine risk education that meets CCC standards for coordination.				

Output 5: Increased capacity of governments and communities to identify and respond to human rights and gender dimensions of child protection				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries that collect routine and disaggregated data on reports of violence, abuse, exploitation and neglect of children, including violent deaths and violent injuries, and				

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[5] Government or non-government funded.

[6] This will be further broken down based on CCC indicators (i.e. # and % of children reached, according to the targets, in relation to each CCC, disaggregated by sex).

	Baseline	Target	Source	Risks/assumptions
make these data publicly available				
Countries with nationally representative and reliable prevalence data on physical, sexual and emotional violence against children				

Outcome 7: Social inclusion

Outcome: Improved and equitable access to and use of data and systems to reduce multidimensional child poverty and exclusion				
Outcome indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries in which children in the most vulnerable and excluded populations are covered by social protection systems				
Countries with national policies, budgetary frameworks and allocations that explicitly address child poverty and disparities				
Countries with humanitarian responses that systematically consult affected populations as part of national monitoring systems				
Countries with national and decentralized planning and monitoring systems that produce and use disaggregated data to address barriers and bottlenecks for the most disadvantaged children				
Countries with social protection systems that explicitly address the responsibilities and barriers women confront as primary caretakers of children				

Output 1: Enhanced support for the most disadvantaged and excluded children and adolescents to know about and use social protection systems and participate in decision-making processes affecting them				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with functioning mechanisms to promote participation in decision-making processes by disadvantaged children and adolescents				
Countries with functioning community information sharing and reporting mechanisms in social protection systems				
Countries that promote meaningful participation of the most disadvantaged and excluded children and adolescents in country situation, risk or conflict analysis				
Countries with programmes to build capacities and skills among the most disadvantaged and excluded children and adolescents to contribute to solutions and innovations for safe, healthy and peaceful communities				
Countries with functioning mechanisms to involve women in policymaking, monitoring and management processes				

Output 2: Increased national capacity to deliver inclusive systems that protect children, adolescents and families from poverty, reduce disparities and promote social inclusion and cohesion				

Output indicators	Baseline	Target	Source	Risks/assumptions
Countries with child-sensitive integrated social protection systems at national and subnational levels, including in high-risk and fragile contexts				
Countries that incorporate risk and vulnerability analysis as part of situation analyses				
Countries with management information systems regularly providing data on children (at least annually) to inform planning and resource allocation				
Countries that track effectiveness of social protection mechanisms, disaggregated by sex of beneficiaries				

Output 3: Strengthened political commitment and national capacity to legislate, plan and budget for improved equitable access to social protection for all children and adolescents, including in risk prone and fragile contexts				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with policy review or reform processes that explicitly address stigma and discrimination				
Countries meeting reporting and follow-up obligations associated with the Convention on the Rights of the Child (CRC), Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and Convention on the Rights of Persons with Disabilities (CRPD) and special procedures				
Countries with risk-informed sectoral policy review or reform processes at national and subnational levels				
Countries that regularly disseminate the CRC, CEDAW, CRPD and key recommendations of each monitoring committee, including in appropriate languages				
Countries with capacity for risk-informed planning at national and subnational levels				
Countries with policy review or reform processes that promote child-sensitive urban planning				

Output 4: Improved national capacity and national systems to strengthen response to humanitarian situations				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries in which humanitarian action contributes to development of social protection programmes/systems aimed at fulfilling women's and children's rights				
Countries in humanitarian situations with systematic consultation of affected population as part of humanitarian performance monitoring				
Countries in humanitarian situations with results-based monitoring of humanitarian results of UNICEF and UNICEF-led clusters/sectors (MoRES in humanitarian action/humanitarian performance monitoring)				

Country offices with early warning/early action preparedness key actions updated in the past 12 months				

Output 5: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of social protection and social inclusion through high-quality coverage and impact data and related analysis				
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Countries with national and decentralized planning and monitoring systems that effectively focus on addressing barriers and bottlenecks for the most disadvantaged children, disaggregated by sex				
Countries with management information systems providing disaggregated data (by sex, geography (including urban, rural and urban slums), disabilities and other as appropriate) that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children				
Countries with an independent national institution to monitor, promote and protect child rights				

Organizational Efficiency and Effectiveness

#	Result	Key performance indicator	Baseline	Target	Source	Risks/assumptions
Results area 1: Improved accountability of results						
	Policies, guidance and technical support accessible and relevant to enable high-quality country programming and reporting	Per cent of new country programme documents (CPDs) approved by the Executive Board that meet organizational standards				
		Per cent of country office annual results reports that meet or exceed organizational quality standards				
		Per cent of country offices that meet organizational benchmarks for programme strategies and normative principles				
		Per cent of programme funds dedicated to strengthening national capacities required for programme implementation [QCPR]				
		Number of United Nations agencies using the common United Nations Development Group capacity measurement approach [QCPR]				
		Number of country/intercountry activities or policies advancing South-South cooperation [QCPR]				

	Number of countries track and report on allocations and expenditure using gender markers validated by a quality assurance process [QCPR]				
	Number of Delivering as One countries and countries voluntarily considering the approach applying its standard operating procedures [QCPR]				
	Number of countries using common results-based management tools and principles in programming as per QCPR guidelines [QCPR]				
	Per cent of country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory				
	Positive feedback from Executive Board and Member States on the quality of corporate reporting				
Efficient and effective management of supplies enable achievement of programme results.	Per cent of procurement cases submitted that are approved on first review				
	Use of market analysis and product innovation to improve programme effectiveness and/or reduce costs				
	Per cent of orders delivered at port of entry at agreed target arrival date				
	Per cent of Supply Division-handled rapid response orders of supplies ready to be delivered within 48 hours of sales order release				
Effective management, utilization and stewardship are assured of financial and information and communication technology resources, assets and administrative policies, procedures and systems.	Management/administration/development effectiveness support costs as a ratio of total resources				
	Per cent reduction in travel costs from management budget				
	Timely guidance and response to field office queries (within 24 hours in emergencies and 48 hours otherwise)				
	Per cent of emergencies where information technology services requested are provided as per standards in the revised CCCs				
	Per cent of service-level agreement targets met or exceeded				
	Per cent of applications rolled out successfully as planned				
	Number of countries implementing consolidated or common support services, common long-term agreements; harmonized approach to procurement, common human				

	resources management, information and communication technology services or financial management services [QCPR]				
	Number of country offices that have aligned and simplified internal processes as per QCPR guidelines [QCPR]				
	Per cent of total core expenditures directed to programme activities vs. non-core expenditures [QCPR]				
	Per cent of total non-core expenditures directed to programme activities [QCPR]				
Improved accountability is in place for achieving results at country and regional office levels.	Number of programme countries where UNICEF supports national plans and/or poverty reduction strategies to strengthen equity-focused plans for children and child-related Millennium Development Goals [QCPR]				
	Per cent of country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions				
	Per cent of allocated regular and other resources for programmes expended at end of the year				
	Contribution in cash/and or kind provided to the resident coordinator system at country and global level by agency [QCPR]				
Data and knowledge are shared and used to inform programming and advocacy for children	Per cent completion of the global evaluation plan approved by the Executive Board				
	Number of country offices supporting national capacity development for monitoring and evaluation				
	Per cent of country offices rating as satisfactory the accessibility and usefulness of support for collection and management of data on children				
Enhanced transparency is achieved through improved access to key corporate information and official documents					

Results area 2: Independent corporate oversight and assurance

Independent and effective oversight and assurance are assured on internal controls of the use of UNICEF resources and on the relevance, efficiency, effectiveness, sustainability and impact of programmes assisted by UNICEF worldwide	Per cent of UNICEF evaluations with a formal management response				
	Per cent of UNICEF evaluations rated satisfactory based on United Nations standards ['satisfactory': the positive dimension is in line with the other indicators]				
	Per cent of country offices meeting minimum requirements for evaluation coverage				
	Number of offices/divisions with audit recommendations outstanding for over 18 months				
	Per cent of complaints investigated and closed within 6 months				
Timely and comprehensive responses to relevant evaluation findings	Per cent of evaluation recommendations implemented, closed and reported				
Results area 3: Effective and efficient polices and procedures					
Global technical leadership and support related to country situation analysis, planning and review, and related implementation strategies, are accessible to enable high-quality country programmes	Per cent and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters				
	Per cent and number of fragile/conflict-affected and high-risk countries in which country offices receive technical support from regional office and headquarters as part of the programming cycle				
	Number of days of deployment in support of country offices responding to humanitarian action and/or resilience building by EMOPS and regional office emergency teams				
	Per cent of support needs identified by country offices engaged in situation reporting that triggered action within 14 days				
	Per cent of major humanitarian situations in which UNICEF reported monthly on progress against a small number of CCC-aligned results indicators				
Global technical leadership and support	Per cent of country offices rating the accessibility and usefulness of technical guidance and support as				

related to the seven Strategic Plan outcome areas are accessible to enable technical excellence.	satisfactory				
	Global programme partnerships for children effectively leveraging resources and equity-focused results for children				
	Per cent of programmes of cooperation reported as on track or achieved according to proposed country office results structure				
Strengthened partnerships with Member States, multilateral agencies (and United Nations organizations), and strategic and innovative communications and public advocacy	Per cent of donor reports submitted on time				
	Income (millions of US dollars): regular resources (RR) / other resources-regular (OR-R) / other resources-emergency (OR-E)				
	Per cent of OR-R and OR-E that is thematic funding from all sources				
	Proportion of commitments fulfilled or in process in key agreements, particularly the QCPR				
	Per cent of external media coverage that is favourable				
	Per cent of media pick-up of positive brand attributes				
	Proportion of resources identified as critical mass received by funds or programmes [QCPR]				
	Size and trend in funding from other non-government partners (including international financial institutions, regional development banks, civil society, private sector) [QCPR]				
Results area 4: Human resources managed effectively					
Effective and streamlined human resources policy and procedures are in place and implemented, providing quality advisory support to develop and maintain a flexible, highly skilled and motivated	Average number of days for the recruitment period (from closing date of advertisement to date of offer letter)				
	Per cent of requests for surge capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs in humanitarian action)				
	Per cent of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey				
	Per cent of staff who are female (a) at all levels; and (b) P5 and above				

workforce					
Results area 5: Corporate leadership and direction					
Effective leadership and executive direction are assured for implementing results outlined in the Strategic Plan	Per cent of the overall objectives of the Strategic Plan achieved				
	Per cent of staff 'strongly agreeing' or 'agreeing' to composite indicator (average of indicators related to speak-up culture)				
Results area 6: Security for staff and premises enhanced					
Enhanced security measures for staff and premises are in place and a safer environment for UNICEF-assisted programmes is achieved	Per cent of country offices meeting minimum operations security standards				
	Per cent of country offices meeting business continuity plan requirements				
Results area 7: United Nations development system leadership and coordination					
Leadership of humanitarian clusters under UNICEF responsibility is carried out effectively	Per cent of cluster coordinator positions at country level for nutrition, WASH, education, child protection (sub-cluster) and gender-based violence filled within 30 days of cluster activation				

3.   Strategic Plan, 2014-2017, results framework – Global and intercountry programme

Outcome: **Global public goods for children increasingly available and used, including knowledge, capacity and commitment to accelerate progress and foster rights-based and equitable results for children**				

Output 1: Enhanced support for evidence-based advocacy and policy dialogue to strengthen the focus on children of relevant global and regional structures, systems and policies	**Indicative resources**			
	RR		**OR**	**Total**
Output indicators	**Baseline**	**Target**	**Source**	**Risks/Assumptions**
Number of effective initiatives that promote global and regional policy dialogue and enhance capacity for children				
Extent to which global and regional debates and policy dialogue draw on UNICEF-supported global and national policy advocacy reports				

Key interventions:
- Support policy and capacity development efforts with global and regional partners on child-related issues;
- Provide high-quality technical inputs at global and regional level on children's issues and support initiatives that foster policy dialogue;
- Provide leadership in evidence-based advocacy to inform policy discussions and influence global and regional processes that directly address and reduce disparities among children.

Output 2: Strengthened multi-country and cross-border programming to facilitate South-South and horizontal cooperation among countries	**Indicative resources**			
	RR		**OR**	**Total**
Output Indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Number of effective initiatives that facilitate intergovernmental dialogue, learning and knowledge-sharing on equitable programmes for children and women				
Regional and/or bilateral agreements, frameworks and memorandums of understanding on results for children developed and operationalized				

Key interventions:
- Provide demand-driven support to strengthen national systems and address implementation bottlenecks, such as generation of knowledge to inform policies and programmes;
- Provide technical assistance to strengthen regional capacity in monitoring and evaluation, including to track and map disparities;
- Advance South-South intergovernmental and triangular cooperation, dialogue, knowledge-sharing and capacity-building.

Output 3: Innovations from global and regional structures and processes to promote broader and more timely application of successful strategies for children identified, tested and shared	**Indicative resources**		
	RR	**OR**	**Total**

Output indicators	Baseline	Target	Source	Risks/assumptions
Number of centres of excellence developing and promoting sustainable, scalable, evidence-based interventions and innovative models for delivery of effective programmes for children	None	X number		
Number of knowledge networks actively facilitating global, regional and intercountry dialogue and exchange and collecting/sharing best practices in all Strategic Plan results areas				
Standards, norms and systems to evaluate the outcomes, impact and cost-effectiveness of child-focused programmes designed and deployed	No	Yes		

Key interventions:
- Identify, test and develop innovative models for delivery of effective programmes for children;
- Support sustainable, scalable, evidence-based innovations to overcome barriers and bottlenecks for the most disadvantaged children;
- Support collection of best practices in all sectors and promote use in policymaking and programming.

Output 4: Knowledge generated, synthesized and disseminated to reflect UNICEF contributions to global knowledge base for child-related development and human rights work	Indicative resources		
	RR	OR	Total
Output indicators	**Baseline**	**Target**	**Source**	**Risks/assumptions**
Per cent of countries with current data on children reflected in global databases and used in intergovernmental forums				
Number of relevant countries with functional monitoring and evaluation systems, including for tracking and mapping disparities				
Number of publications produced annually with UNICEF support on children's issues				

Key interventions:
- Promote the use of child-related data analysis at global and regional levels;
- Document and share research on key issues related to children of global or regional significance;
- Establish knowledge management system that effectively promotes knowledge-sharing and promotes use of knowledge in policymaking and programming.

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