

Overview of Programming Process

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UNICEF's programming is guided by agreed UN Development Group normative principles

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• Human Rights

2

• Gender Equality

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• Environmental Sustainability

CRC,
CEDAW,
others

Connecting international norms and standards to programming practice

UNICEF's Programming in humanitarian contexts is guided by CRC and International Humanitarian Law

Core Commitments for Children in Humanitarian Action



20 THE CONVENTION ON THE RIGHTS OF THE CHILD

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UNICEF's "Core Commitments for Children" guide UNICEF's work with children affected by humanitarian crisis

Based on norms & standards including:

- Convention on the Rights of the Child
- International Humanitarian Law
- General Assembly Resolutions, in particular 26/182 (IASC)
- Relevant Security Council resolutions
- SPHERE and INEE guidance

Executive Board decisions on UNICEF programming

Review and approval of the Medium Term Strategic Plan (MTSP) and Integrated Budget

Review and approval of Country Programme Documents (CPDs)

Review and approval of select Policies, Plans and Frameworks

- Gender Policy
- Partnership Framework
- Integrated Monitoring, Research and Evaluation Framework

Results-Based Approach

Guides the development of the organisation's strategic vision as reflected in the Medium Term Strategic Plan (MTSP) and Country Plans

Focus on performance and achievement of results for all children, particularly the disadvantaged and excluded

Commitment to efficiently achieving sustainable results drives engagement in UN Coherence efforts and Delivering as One (DaO)

Supports the accelerating the achievement of the MDGs and other international targets UNICEF's

Connects analysis to planning and management with functioning mechanisms

Guides processes for monitoring, reporting and accountability

What does UNICEF work on in countries?

Within the parameters of the MTSP, UNICEF country programme priorities are based on:

- National plans and priorities
- Situation analysis of children
 - disaggregated to the extent possible
 - analysis of barriers and bottlenecks
- Comparative advantage of UNICEF vis-à-vis partners
- Financial and human resource availability

How does UNICEF contribute to results in countries?

UNICEF achieves results through a mix of the following strategies, depending on the country context:

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

Executive Board review of progress & results

- MTSP and Integrated Budget
 - Executive Director reports to the Board annually
- Country Programme Documents (CPDs)
 - Regional Directors report to the Board with Country Programme Mid-Term Reviews
 - Regional Directors report to the Board with end of CPD “Consolidated Results Reports”
- Policies, Plans and Frameworks
 - Evaluation results now posted publicly on web
 - Results from select evaluations presented to Board
 - Other plans and frameworks have specific reporting modalities

Outline
Medium-Term Strategic Plan (MTSP)
2014-2017

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Overview of new proposed MTSP Structure

Impact: Children Survive & Thrive

health

HIV

Water
sanitation
hygiene

nutrition

education

Exploitation
& violence

Poverty &
discrimination

UNICEF's contribution: Outcomes and Outputs

Sectoral results (including better supply of services,
enhanced demand and improved policies)

Cross-Cutting Enabling
Environment

Programme Strategies

Management Strategies

Normative Principles: Human Rights, Gender Equality
and Environmental Sustainability

Impact: Children Survive and Thrive

UNICEF will contribute to the realization of children's rights, with particular attention given to children in humanitarian contexts, adolescents, and to the gender-specific needs of girls and boys, as well as the gender-specific disadvantages they face

With emphasis on the most disadvantaged and excluded children and families, UNICEF will contribute to the achievement of the following results for children:

- Survival during delivery and the neonatal period and living free from preventable diseases and disability;
- Protected from HIV infection and free from AIDS;
- Drinking clean water, practicing safe sanitation and hygiene, and engaging in creating healthy environments;
- Protected from malnutrition and reach their optimal growth;
- Prepared to start school and complete a quality and inclusive education;
- Protected from exploitation and violence;
- Thriving in supportive family and community environments, protected from the effects of poverty and discrimination.

What is different in the 2014-2017 MTSP?

- Clearer distinction between “means” and “ends”
- Explicit equity focus on the ‘disadvantaged & excluded’, consistent with human rights norms
- Strengthened linkages between humanitarian action and development programmes and concrete actions to better address fragile contexts and build resilience
- Changes in **how** UNICEF works:
 - Increased focus on systems for real-time monitoring of outcomes
 - Greater emphasis on multidimensional responses based on analysis of determinants
 - Increased focus on how innovation leads to results
 - Increased responsiveness to emerging issues
 - More robust results based management and budgeting



Thank You

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