

# UNICEF Strategic Plan, 2014-2017

Advancing the rights of every child,  
especially the most disadvantaged



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# Incorporating feedback: Summary of changes

- Simplified theory of change and terminology (e.g. lenses and beams)
  - One 'impact' statement with 7 outcome areas
  - Cross-cutting areas evident in common output structure
  - Relationship between outputs and outcomes
  - Targets at outcome and output level
- Standardized RBM language
- Enhanced reflection of UN coherence
  - Programme content, Organizational efficiency and effectiveness
- Strengthened link to outcome of QCPR

# Strategic Plan, 2014-2017

- Substantive focus remains unchanged from February
  - Explicit equity focus on the ‘disadvantaged & excluded’ to promote and protect children’s rights
  - Concrete actions to address fragile contexts, build resilience
  - Strengthened linkages between humanitarian action and development programmes
  - Maintains momentum in thematic areas: health, HIV, water & sanitation, nutrition, education, child protection, social protection and social inclusion
  - Responds to call for greater coherence, coordination and cooperation (QCPR)
  - Promotes transparency, accountability, efficiency and effectiveness

# Strategic Plan, 2014-2017

- From 7 impact level results to one result:
  - “Advancing the rights of every child, especially the most disadvantaged”
- Impact represents change in the situation of children
- Measure of the realization of children’s rights and progress towards global commitments
- Data disaggregated to demonstrate progress in reducing inequities, building resilience

# Advancing the rights of every child, especially the most disadvantaged

## Outcomes

1. Health

2. HIV

3. WASH

4. Nutrition

5. Education

6. Child Protection

7. Social Inclusion

## Outputs

Outputs

1.1  
1.2  
1.3  
1.4  
1.5

Outputs

2.1  
2.2  
2.3  
2.4  
2.5

Outputs

3.1  
3.2  
3.3  
3.4  
3.5

Outputs

4.1  
4.2  
4.3  
4.4  
4.5

Outputs

5.1  
5.2  
5.3  
5.4  
5.5

Outputs

6.1  
6.2  
6.3  
6.4  
6.5

Outputs

7.1  
7.2  
7.3  
7.4  
7.5

## Organizational Efficiency and Effectiveness

Implementation Strategies

Management

# UN Coherence in the Strategic Plan

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unicef The UNICEF logo features a stylized globe with a mother and child silhouette, set within a laurel wreath.

# UN coherence reflected in the plan

- The Strategic Plan has been developed in close collaboration with the other funds, programmes and agencies included in the remit of the QCPR
- These agencies are all aligning their strategic plans to operationalize the QCPR during the period 2014 to 2017
- United Nations Development Group (UNDG) programming principles, based on the human rights–based approach to cooperation, gender equality, environmental sustainability, results-based management and capacity development.

## UN coherence reflected in the plan.....

- (a) A greater focus on strengthening real-time monitoring systems of government and partners, with particular focus on barriers and bottlenecks faced by the most disadvantaged;
- (b) Harmonizing application of the principles of value for money, based on the concepts of economy, efficiency and effectiveness, including common areas of measurement and reporting.



# UN coherence: Common indicators

HIV – as per UBRAF

Gender – as per System Wide Action Plan

Humanitarian – as per IASC

# Outcomes and outputs

# Outcomes

- Outcomes converge to enhance the realization of rights for the most disadvantaged children
- Results to which UNICEF contributes in collaboration with partners
- Seven outcome areas as opposed to seven impact areas (or five focus areas in 2006-2013 MTSP)
- Focus on a broad range of issues that influence child well-being
- Addresses the rights of the most disadvantaged and excluded
- Each reflects combined result of development and humanitarian interventions

# Outputs

- Outputs, categorized for each outcome according to:
  - Increased capacity of children, families and communities as rights holders, including through knowledge, behaviour change, demand for services and opportunities for participation and increased capacity of families and communities to care and provide for children;
  - Increased country capacity to deliver services and strengthen systems;
  - Improved laws, policies, plans and accountability;
  - Increased country capacity and delivery of services to protect and provide for children in humanitarian settings;
  - Expanded societal capacity to protect and promote human rights and gender equality.

# Organizational efficiency and effectiveness

# Implementation strategies

- Capacity development
- Evidence generation and evidence-based policy dialogue and advocacy
- Partnerships
- South-South and triangular cooperation
- Identification and promotion of innovation
- Support to integration and cross-sectoral linkages
- Service delivery

# Management efficiency and effectiveness

- Investment in accountability and transparency
- Simplification and harmonization of business practices and programming instruments
- Strengthened ability to measure and report performance in
  - effective leadership and executive direction
  - oversight and assurance
  - management of financial and information and communication technology resources
  - human resources
  - partnerships, communication and resource mobilization
  - security for staff and premises
  - accountability for results, including on humanitarian action, gender equality

# Global and inter-country programme

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# Global and intercountry programme

- Provides global and regional public goods
- Vehicle for UNICEF support to multi-country and cross-border programmes and partnerships with regional/global institutions
- Four approaches:
  - Advocacy and policy dialogue
  - Multi-country and cross-border programming
  - Identification, testing and sharing of innovations
  - Knowledge generation, synthesis and dissemination

# Monitoring and reporting

# Strategic shifts in monitoring, reporting and performance management

- Focus on:
  - Monitoring and measuring the realization of child rights, reducing inequities and building community resilience
  - Strengthening government, partner monitoring systems
  - Leveraging systems to measure and report on results
  - Promoting evaluative exercises to assess results
- Strong expectation of increased alignment (QCPR)
  - Alignment of RBM tools
  - Common framework and concepts with UN agencies
  - Shared use of indicators (gender equality, HIV, humanitarian, management effectiveness and efficiency)
  - MAF/MoRES : Outcome monitoring, barriers, bottlenecks

# Strategic shifts in monitoring continued

- Reporting on:
  - Results achieved relative to expected results with a focus on frequent monitoring of outcomes/outputs
  - Results achieved in humanitarian action
  - Results achieved related to UNDG normative principles
  - Results achieved related to QCPR recommendations

# Feedback from the Peer review group on RBM

- Appreciated the changes based on the feedback and further discussions, including alignment of the results structures with that of sister UN agencies
- Pleased to see Humanitarian and Gender/rights results at both outcome and output levels in all of the seven outcome areas;
- QCPR indicators – pleased to see them integrated and acknowledge that this is work in progress

# Feedback from the Peer review group on RBM

## Additional work needed

- Need to strengthen the linkage between outcomes and outputs;
- Need to describe the theory of change for each outcome area
- Need to articulate the assumptions/risks for the plan as a whole
- Would be good to prioritize/identify 'key indicators'. There may be scope to learn from others such as the 'anchor indicators'
- Indicators reflecting level of social exclusion need to be strengthened
- Some indicators need to be revised to be consistent with the level (outcome and outputs)

THANK YOU

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