Overview of Programming Process
UNICEF’s programming is guided by agreed UN Development Group normative principles.

1. Human Rights
2. Gender Equality
3. Environmental Sustainability

Connecting international norms and standards to programming practice.
UNICEF’s Programming in humanitarian contexts is guided by CRC and International Humanitarian Law

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 Strategic Plan (SP) 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
What does UNICEF work on in countries?

Within the parameters of the SP, 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

• SP and Integrated Budget
  • Executive Director reports to the Board annually

• Country Programme Documents (CPDs)
  • 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
Strategic Plan
2014-2017
What is different in the 2014-2017 SP?

- 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
  - Increased focus on how innovation leads to results
  - Increased responsiveness to emerging issues
  - More robust results based management and budgeting
Mid Term review of the Strategic Plan 2014-2017
What do we hope to accomplish through the MTR by June 2016?

1. Update Results Framework
2. Modest review and adjustment of the SP in light of:
   • new science/evidence about what works (and what doesn’t work) to achieve results
   • what we’ve learned from the first 18-24 months of SP rollout
Key proposals on timelines

June 2016: Executive Board documents:
- MTR report
- Updated SP Results Framework 2014 - 2017
- Report of the MTR of the Integrated Budget

June 2016: Annexes:
- Addendum on QCPR implementation and IRRF update
- Two-year report card/ data companion
- Lessons learned CRP
What do we hope to accomplish through the development of our next SP 2018 - 2021?

1. Design new SP with more significant adjustments in light of:
   - the changing world
   - new science/evidence about what works (and what doesn’t work) to achieve results
   - what we’ve learned from the rollout of the SP
   - the SDGs, Paris climate change agreement, WHS and new QCPR

2. Design new TOC / SP to clarify & simplify approaches to programming; to strengthen RBM

3. Adjust resource allocation in light of the above and changing resource picture

4. Next SP to build on recommendations from the *Evaluability Assessment* (see next slide)
Thank You