

# Overview of Programming Process

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# Executive Board decisions on UNICEF programming

Review and approval of the Strategic Plan (SP) and Integrated Budget (IB)

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

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

1

• Human Rights

2

• Gender Equality

3

• 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

*UNICEF will promote the rights of every child, everywhere, in everything the organization does.*

*The equity strategy, emphasizing the most disadvantaged and excluded children and families, translates this commitment to children's rights into action.*

# Results-Based Approach

Guides the development of the organisation's strategic vision as reflected in the Strategic Plan (SP) 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 accelerating the achievement of the MDGs and positions us for supporting countries in SDG achievement

Connects analysis to planning and management with functioning mechanisms

Guides processes for monitoring, reporting and accountability

# Outline

## Strategic Plan 2014-2017

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Realizing the rights of every child,  
especially the most disadvantaged

**1**  
HEALTH

**2**  
HIV & AIDS

**3**  
WASH

**4**  
NUTRITION

**5**  
EDUCATION

**6**  
CHILD  
PROTECTION

**7**  
SOCIAL  
INCLUSION



# Overview of the Strategic Plan

## 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

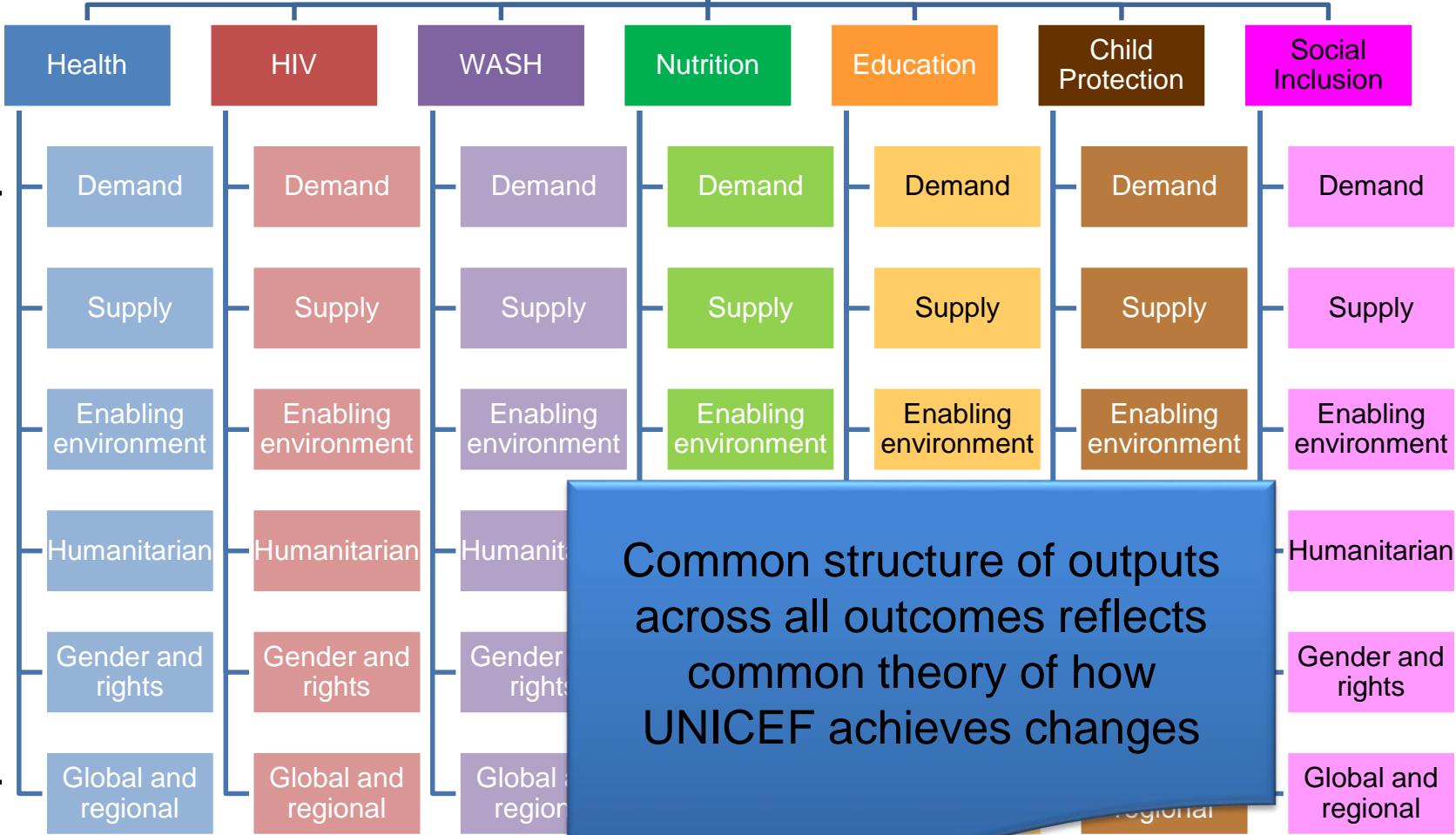
Normative Principles: Human Rights, Gender Equality  
and Environmental Sustainability

# Strategic Plan structure

Outcomes

Outputs

Impact



Common structure of outputs across all outcomes reflects common theory of how UNICEF achieves changes

# Seven Implementation Strategies

1. Capacity development
2. Evidence generation and evidence-based policy dialogue and advocacy
3. Partnerships
4. South-South and triangular cooperation
5. Identification and promotion of innovation
6. Support to integration and cross-sectoral linkages
7. Service delivery

Country programmes will determine an appropriate combination of implementation strategies to be framed around the seven outcomes or a relevant subset

## Integrated Budget includes a resource plan as approved by UNICEF Executive Board in September 2013

	2010-2013 Total Resource s  %	2014-2017					
		Regular resources		Other resources		Total Resources	
		\$m	%	Programme \$m	Cost recovery \$m	\$m	%
<b>Resource Plan</b>							
<b>A: Development activities</b>							
A1: Programmes	82.1	4,091.0	69.6	10,713.6	-	14,804.6	84.5
A2: Development effectiveness	3.4	467.4	8.0	100.1	-	567.5	3.2
<b>Sub-total</b>	<b>85.5</b>	<b>4,558.4</b>	<b>77.6</b>	<b>10,813.7</b>	<b>-</b>	<b>15,372.1</b>	<b>87.7</b>
<b>B: UN development coordination</b>	<b>0.0</b>	<b>20.3</b>	<b>0.3</b>	<b>16.3</b>	<b>-</b>	<b>36.6</b>	<b>0.2</b>
<b>C: Management</b>							
C1: Recurring	10.2	642.2	10.9	-	774.2	1,416.4	8.1
C2: Non-recurring	0.1	6.5	0.1	-	12.5	19.0	0.1
<b>Sub-total</b>	<b>10.3</b>	<b>648.7</b>	<b>11.0</b>	<b>-</b>	<b>786.7</b>	<b>1,435.4</b>	<b>8.2</b>
<b>D: Special purpose</b>							
D1: Capital investments	0.4	18.7	0.3	-	36.3	55.0	0.3
D2: Private sector fundraising	3.1	454.0	7.7	-	-	454.0	2.6
D3: Others, procurement services	0.7	174.1	3.0	-	-	174.1	1.0
<b>Sub-total</b>	<b>4.2</b>	<b>646.8</b>	<b>11.0</b>	<b>-</b>	<b>36.3</b>	<b>683.1</b>	<b>3.9</b>
<b>Institutional budget (A2 +B + C +D1)</b>	<b>14.1</b>	<b>1,155.1</b>	<b>19.7</b>	<b>116.4</b>	<b>823.0</b>	<b>2,094.5</b>	<b>11.9</b>
<b>Integrated budget</b>	<b>100.0</b>	<b>5,874.2</b>	<b>100.0</b>	<b>10,830.0</b>	<b>823.0</b>	<b>17,527.3</b>	<b>100.0</b>



**Thank You**

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