Overview of Programming Process
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

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
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
Realizing the rights of every child, especially the most disadvantaged
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

- Health
- HIV
- WASH
- Nutrition
- Education
- Child Protection
- Social Inclusion

Outputs

- Demand
- Supply
- Enabling environment
- Humanitarian
- Gender and rights
- Global and regional

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

<table>
<thead>
<tr>
<th>Resource Plan</th>
<th>2014-2017</th>
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<tbody>
<tr>
<td></td>
<td>Total Resources</td>
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<tr>
<td></td>
<td>$m</td>
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<tr>
<td>A: Development activities</td>
<td>14,804.6</td>
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<tr>
<td>A1: Programmes</td>
<td>82.1</td>
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<tr>
<td>A2: Development effectiveness</td>
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<td>Sub-total</td>
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<tr>
<td>B: UN development coordination</td>
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<td>C: Management</td>
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<td>C1: Recurring</td>
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<td>C2: Non-recurring</td>
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<td>Sub-total</td>
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<tr>
<td>D: Special purpose</td>
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<td>D1: Capital investments</td>
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<td>D2: Private sector fundraising</td>
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<td>D3: Others, procurement services</td>
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<td>Institutional budget (A2 + B + C + D1)</td>
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<td>Integrated budget</td>
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Thank You