

Medium-term Strategic plan 2014-2017

a) Programme Strategies - benchmarks

#	Strategy	Benchmarks
1.	Service Delivery	<ol style="list-style-type: none"> 1. Prioritizing and designing services only after careful analysis of the local context, capacities and needs of the partners as well as the comparative advantage of the UNICEF Country Office (CO) that reach most disadvantaged, hence working towards equity. 2. Delivering timely and responsive, quality services and keeping partners informed of progress and setbacks in the procurement of supplies. 3. Reinforcing national systems and accountability structures with clearly defined roles and responsibilities. This includes support to the establishment of monitoring systems that review quality, timeliness and effective reach and use of goods and services by the most vulnerable children as well as strengthening national capacities for response in line with the Core Commitments for Children in Humanitarian action (CCC). 4. Gathering systematically and analyzing information on performance and progress in the delivery of services. COs should regularly assesses and evaluate their performance with regard to service delivery, identify and document innovations and relevant lessons and recommendations that should be applied by the office and shared with other offices. 5. Working towards transition and sustainability of service delivery support, including empowerment of rights holders.
2.	Partnerships	<ol style="list-style-type: none"> 1. CO has mapped and assessed the partnership landscape within its planning processes, and strategically identified partners according to their relevant comparative advantages and their potential contribution to results (programme implementation, policy and advocacy, knowledge and research, and resource mobilization). 2. CO has defined its partnership strategy and planned its strategic means of engaging in partnerships, both formal and informal such as active participation in relevant national/sub-national coordinating mechanisms and processes, initiating or joining multi-stakeholder initiatives, networks or movements, bilateral arrangements or others. 3. CO has allocated adequate resources (e.g. focal points, budget, and communication) and put in place processes for the effective development and management of partnerships. 4. All partnerships are developed and managed in line with UNICEF partnerships principles, due diligence processes, risk management frameworks and guidance notes. 5. All partnerships have jointly agreed and documented objectives, roles and responsibilities, governance structures, decision-making mechanisms, work plans and review mechanisms (formal or informal). 6. All established partnerships have performance indicators and performance monitored on a regularly basis. 7. CO clearly demonstrates the added value of established partnerships to the achievement of CP results and assess the contribution of partnerships to results in programme evaluations and other reviews (e.g. MTR).
3.	Knowledge Management	<ol style="list-style-type: none"> 1. Evidence generated is relevant and of good quality. 2. Knowledge generated and coordinated through robust partnerships and knowledge networks. 3. Quality evidence is available and disseminated widely to relevant users. 4. UNICEF staff and counterparts use research and knowledge in policy decisions, programme design and advocacy. 5. The functions of evidence generation and use adequately resourced and capacity built within the office are among its key partnership institutions. 6. Evidence collected and analyzed is risk informed.
4.	Innovation	<ol style="list-style-type: none"> 1. Innovation in real-time information using technology (especially the increasingly ubiquitous mobile phones and SMS) is integrated to provide real-time feedback to help inform better the returns on investments, and make mid-term course corrections to UNICEF-supported programmes, thus improving outcomes and increase impact by removing barriers and bottlenecks for the most disadvantaged. 2. New innovations in technology and systems connect 'end-users' or 'rights-holders' to be

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		<p>accessed quickly, aggregated for programming options and linked to government action. [Private sector (and, increasingly, government) are using these communication pathways for better accountability and transparency].</p> <ol style="list-style-type: none"> 3. Country offices use innovative methods to connect stakeholders from a wide-ranging milieu and in a geographically dispersed manner (if needed) to address complex problems using technology. [Increasingly complex problems, global communications structures, and a rapidly changing technology landscape mean that a much wider array of actors must be involved in solving pressing problems. These problem solvers do not need to be in one physical place, and can, in fact, be spread over countries and regions.] 4. Offices are able to promote a learning culture including through ‘low-cost failures’ with a view of increasing effectiveness and efficiency over time. [If planning cycles are able to accept early, low-cost failures - and learn from them – it is possible to save cost and increase effectiveness and efficiency over the medium to longer-term. This may mean not planning entire innovation projects in one stroke, but rather being able to build in constant evaluation, proof points of success, the ability to course correct to project plans.]
5.	Capacity Development	<ol style="list-style-type: none"> 1. Engage with partners to build agreement on the priority areas of CD for children and women. 2. Design and prioritize CD strategies based on concrete evidence and analysis of capacity assets and needs, including the core capacity to deliver the CCCs in humanitarian situations. 3. Build on existing capacity assets to address gaps of rights-holders and of duty-bearers to reach the most vulnerable. 4. Support implementation through national/local systems and processes with an exit strategy to hand-over. 5. Systematically gather and analyze information on performance and progress towards results, including increased core capacities, documenting lessons learned and innovations. 6. Ensure CD plans in fragile and risk prone contexts consider climate, disaster, environmental and conflict related risk and related resilience building efforts.
6.	C4D	<ol style="list-style-type: none"> 1. C4D is incorporated within the country programme structure and results framework; and sectoral/cross-sectoral plans with budget allocations. 2. There are new or existing task forces/ working groups/committees of multi-sectoral stakeholders (governmental, non-governmental and academic) to plan, coordinate and strengthen C4D activities. 3. C4D plans/ interventions are informed by, use and monitor data and evidence on behavioural and socio-cultural factors as well as media and communication contexts. 4. Participatory processes are used to engage community representatives and members (girls, boys, men and women especially those from marginalized/excluded groups). 5. There are plans/initiatives/ongoing programmes to strengthen C4D capacities of UNICEF staff, partners and counterparts at national and sub-national levels. 6. C4D best practices, impact assessments, tools, resources, innovations and lessons learned are documented and disseminated among staff, partners and donors.

b) Normative Principles (UNDG Programming principles) - benchmarks

#	Principle	Benchmarks
1.	Human Rights	<ol style="list-style-type: none"> 1. Programme implementation is informed by the General Measures of Implementation. 2. All stages of the programme cycle integrate HRBAP principles. 3. All results of the programme of cooperation reflect adequately the human rights based approach to cooperation. 4. All aspects of the Country Programme of cooperation and all Annual workplans prioritize support to accountability mechanisms.
2.	Gender Equality	<ol style="list-style-type: none"> 1. Extent to which SitAns for current country programme considered gender inequality as a key disadvantage in achieving children's rights and well-being 2. Extent to which country programme undertook a comprehensive review of gender mainstreaming in relation to its programme cycle 3. Extent to which country program executed program efforts in alignment with the gender analysis and review
3.	Environmental Sustainability	<ol style="list-style-type: none"> 1. Extent to which (1) environmental impacts of development options, and (2) the environmental context and risks to children are considered in SitAns (and other assessment processes), and (acted upon or) taken into account in programme or project design, UNICEF and UN strategic planning documents, and national development, risk management, and climate action plans. 2. Extent to which (1) UNICEF operations and core development objectives for children are addressing environmental risks to children, and (2) are delivered in an environmentally sustainable manner, reducing and guarding against negative environmental impacts in programme design and delivery where possible, including procurement, operations, and waste management. 3. Extent to which UNICEF advocates for intergenerational justice and environmental equity¹ by promoting environmental sustainability and climate action through rights based approach as part of sustainable development. 4. Extent to which children, adolescents, and youth are empowered through education and skill-building on environmental – including peacebuilding - issues, and included in environmental governance, decision-making processes, actions and outcomes at global and local levels. 5. Extent to which partnerships with key environmental, climate change and DRR institutions and actors, including in the UN, multilateral sphere, civil society and the private sector are used to leverage UNICEF's comparative advantages (e.g. data collection and analysis at household level, reach into community, focus on innovation, sectoral expertise, etc.) towards a global effort to reduce environmental risk and create a safer and more resilient world for children. 6. Extent to which funds raised and allocated for operations and programs have budgeted for environmental assessment, sustainability, and capacity needs.

Means of Verification: Annual Reports of CO, RO & HQ Div.; SITAns/CPDs/CPAPs/CPMPs/MTRs; Workplans/PCRs/IRs; Quantitative/Qualitative Surveys; Formative Research; Evaluations; Partnership Agreements; etc.

¹ **Environmental equity** = making sure disadvantaged populations are not disproportionately exposed to environmental hazards, have equal access to the decision-making process to have a healthy environment in which to live, learn, and work, and equitable access to and use of environmental products and services (i.e energy, food products, drinking water, fishing grounds, productive land).