

ALIGNMENT OF THE DRAFT UNICEF STRATEGIC PLAN, 2014-17 WITH THE QCPR

The QCPR resolution “underscores the importance of ensuring that the strategic plans of funds and programmes are consistent with and guided by the comprehensive policy review....” (para 184). The following matrix provides a summary of how UNICEF has deliberately aligned its Plan and results framework with the QCPR guidelines, along with examples of actions that have or will be implemented by UNICEF. It does not capture all the follow-up actions UNICEF has taken in response to the QCPR recommendations.

UNICEF has explicitly included QCPR-relevant indicators, drawn from the **UNDG** QCPR Action Plan, for reporting in the Strategic Plan. Shared indicators measure contribution of programmes/funds towards building national capacity; advancing South-South cooperation strengthening gender through use of gender markers; application of SOPs for DaO countries; use of common RBM tools and principles in programming; implementation of harmonized approaches to business practices and financial management services, etc.; contribution to the RC system; critical mass of programmes; tracking of core and non-core expenditure; and poverty reduction and equity.

Note: Following the request by Member States that UNDG entities consolidate their follow-up process to the QCPR, the UNDG Advisory Group, in close consultation with DESA, is developing a UNDG QCPR action plan. The plan reflects key and time-bound QCPR priorities and mandates to be implemented in the short-to-medium term, including detailed actions, and an indicator framework. The UNDG plan is intended to guide agencies, funds and programmes on key QCPR priorities as they align their SPs with the QCPR to enhance coherence, while minimizing the reporting burden. UNDP/UNICEF will continue to work with DESA and DOCO to input to the QCPR follow-up process, and guide QCPR implementation internally in a strategic manner.

RELEVANT QCPR PARAGRAPHS	DRAFT STRATEGIC PLAN RESPONSE
SUBSTANTIVE FOCUS	
<p><u>Sustainable Development</u></p> <p><i>“Also recognizes that sustainable development should be given due consideration by the programmes, funds and specialized agencies ..., and invites them to further enhance the mainstreaming of sustainable development into their respective mandates, programmes, strategies and decision-making processes ...” (para 14)</i></p>	<p>UNICEF has integrated the three pillars of sustainable development (SD) into its Strategic Plan [strategies, mandates, programmes and decision-making processes]. UNICEF believes that the survival, development and protection of this generation of children are central to sustainable development, the well-being of future generations and the healthy future of our planet. UNICEF’s draft Strategic Plan, 2014-2017 takes a child-centric approach to sustainable development, placing children and equity at the heart of all relevant interventions, in line with UNICEF’s added value. In particular, the Plan supports interventions targeting the poorest children, who have the most to gain from development.</p> <p>UNICEF is working with UN partners on mainstreaming sustainable development in our work at the country level –e.g. for UNCTs to ensure its inclusion in the UNDAF.</p>
<p><u>Poverty Eradication</u></p> <p><i>“Reaffirms that eradicating poverty is the greatest global challenge, and an indispensable requirement for sustainable development in developing countries, particularly in Africa, and underlines the importance of accelerating sustainable, broad-based, inclusive and equitable economic growth for the benefit of all people and the achievement of the internationally agreed development goals, including the MDGs.” (para 69)</i></p> <p><i>“Acknowledges that the eradication of poverty ... should continue to be a core area of focus for the UNDS, and that its development programmes and projects should attempt to address this greatest global challenge as their underlying objective.” (para 70)</i></p> <p><i>“Encourages the UNDS to share good practices, lessons learned, strategies, programmes and policies, such as capacity building, employment generation, education, vocational training, rural development and the mobilization of all possible resources, among others, which aim at achieving poverty eradication and promoting the active participation of those living in poverty in the design and</i></p>	<p>Scaling up efforts to address the multiple dimensions of poverty and addressing its complex root causes is a high priority in the Strategic Plan.</p> <p>Children experience deprivations and poverty differently from adults especially with regards to developmental needs, which can have lasting effects if they are not fulfilled. The draft Strategic Plan sees the reduction of multidimensional poverty and inequity, and the promotion of child rights, as fundamental to meeting broader poverty reduction goals.</p> <p>This is supported by strong evidence to suggest that investing in the social sectors and in children equitably, especially in their health and their education, breaks the intergenerational transmission of poverty, creates more stable societies and contributes to sustainable growth. The draft Strategic Plan reinforces this approach, prioritizing interventions across seven outcome areas that, collectively, will help to reduce child poverty and exclusion.</p> <p>In this line, UNICEF advocates a rights-based approach to poverty reduction. The Plan is purposely structured to promote new strategies that identify and address the multiple, overlapping deprivations facing children. Special attention is given to strengthening supply and demand aspects of service delivery, and promoting multi-sectoral approaches to address</p>

<p><i>implementation of such programmes and policies as mandated by the United Nations development system, with the aim of accelerating progress towards achieving the Millennium Development Goals and informing the process leading to the post-2015 development agenda.” (para 73)</i></p>	<p>critical barriers and bottlenecks that keep families entrenched in poverty. At the same time, the Plan champions the use of traditional methodologies to better capture children’s monetary poverty, leveraging household survey databases to develop monetary poverty and inequity analysis.</p> <p>Consistent with the above, the draft Strategic Plan includes indicators across all seven outcomes to track and report progress on the reduction of inequity -- a key strategy to poverty eradication. Key strategies identified in the QCPR as critical to poverty reduction are explicitly incorporated in the draft Plan. Attention is given to developing the capacities and enabling environment needed to strengthen delivery of supplies and services; (b) guarantee key rights, promote behaviour change and demand for services; and (c) strengthen the ability of rights-holders to claim key rights. The Plan also emphasizes working with the poor and other excluded groups as agents of their own development.</p> <p>The Plan emphasizes the need for improved monitoring and measurement of the realization of child rights. It prioritizes data collection and the strengthening of government monitoring systems, particularly those related to the status of barriers and bottlenecks for the most disadvantaged and excluded children and their families and communities. All programme country office will report disaggregated data on the status of barriers and bottlenecks in the context of its UNDAF and UNICEF-supported country programme of cooperation.</p> <p>The importance of developing sustainable partnerships with a range of actions to address multidimensional poverty is well captured in the Plan, serving as one of seven main strategies.</p>
<p><u>Transition</u></p> <p><i>“Recognizes that the United Nations development system has a vital role to play in countries affected by natural disasters or conflicts that are in transition from relief to development ...” (para 94)</i></p>	<p>UNICEF will continue to prioritize support to countries that are in transition. This includes strengthening preparedness, response and recovery; and solidifying linkages between humanitarian action and development.</p> <p>The Plan incorporates lessons learned from Haiti, Pakistan and the Horn of Africa, specifically with regards to improving organizational performance in large-scale emergencies and the need for more streamlined management structures with clear accountabilities. It also promotes better monitoring of humanitarian performance and strengthening of information management systems.</p>
<p><u>Resilience</u></p> <p><i>“Emphasizes that building and strengthening resilience at the local, national and regional levels is critical to reducing the impact of disaster ..., and in this regard, while recognizing that building resilience is a long-term development process, stresses the need for continued investment in preparedness, prevention, mitigation and response capacity.” (para 109)</i></p>	<p>The imperative for resilience-based programming is evident in the Plan. Resilience and humanitarian action have been mainstreamed as output results across all seven outcome areas. Humanitarian action will also be reported separately to monitor UNICEF’s accountabilities in humanitarian action.</p> <p>The core principles of resilience programming include better alignment of humanitarian and development interventions to better anticipate and prevent disasters in the first instance, and support communities to cope, adapt and rebuild when disaster (natural and conflict-driven) occur. Through the seven outcomes, the Plan addresses the complexity of chronic vulnerability and risk, prioritizing vulnerable households and communities. It also focuses on building national government capacity and accountability to identify and address risks. Where vulnerability to, or risk of, disasters is particularly high, UNICEF will advocate for and support the integration of national preparedness into development plans and systems.</p> <p>Where they exist, UNICEF will support national systems and capacities for humanitarian action. Its contribution will be in the adopting and implementing of standards, providing child-centered humanitarian policy</p>

	<p>advice, facilitating access to knowledge, and assisting in resource mobilization. Where needed, UNICEF will help to fill critical gaps in service delivery to help reach excluded populations. Such service delivery will always be accompanied by explicit capacity development strategies.</p> <p>National preparedness will be integrated into development planning and implementation. UNICEF will continue to work with partners on humanitarian issues, including by fulfilling its responsibilities for cluster and sector coordination and working with partners in the IASC.</p> <p>UNICEF will continue to cooperate with entities in the UN system and develop national capacity in countries in crisis/transition. Transition elements (resilience, DRR, conflict resolution, peacebuilding) will be integrated into UNDAF and other joint planning and programming efforts, to ensure priority is set on them.</p> <p>In all instances, but most particularly in situations of civil unrest or armed conflict, UNICEF will support responses that are consistent with humanitarian principles.</p> <p>In building resilience and reducing vulnerability, UNICEF country offices will support the development of systems and structures articulated through risk-informed country programmes and adapted to the country context. This may involve leveraging the influx of funding for humanitarian response programmes to trigger more structural and systemic changes in development programmes to address gaps in fulfilling children’s rights.</p> <p>UNICEF will strengthen its ability to act as a centre of excellence for humanitarian knowledge analysis and innovation to anticipate threats. UNICEF will leverage this capacity to empower partners with cutting-edge standards, technologies and tools to facilitate effective humanitarian action.</p>
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CROSS-CUTTING ISSUES

<p><u>National Ownership and Capacity-Building</u></p> <p><i>“Reaffirming that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development, and recognizing that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty.” (Preamble)</i></p> <p><i>“Calls upon the UNDS to strengthen its focus on developing national capacities for development planning, disaggregated data collection and analysis, implementation, reporting, monitoring and evaluation, with an emphasis on the effective integration of the economic, environmental and social dimensions of sustainable development ...” (para 61)</i></p>	<p>Promoting national ownership and capacity forms a core principle and strategy of the Strategic Plan. To strengthen the capacity of government at all levels, UNICEF focuses on increasing capacity to address gaps of rights-holders and duty-bearers. Measures include training and technical assistance for reforms of government institutions; piloting models for scaling up; and using national and local systems and processes to strengthen capacities and empower children, families and communities.</p> <p>A growing priority is to strengthen national and subnational collection, analysis and use of data relating particularly to children and women, and to implement models and pilots for scaling up. This includes the more systematic use of disaggregation to enhance equity-focused design and management of policies and programmes. The broad range of other capacity development activities with governments will include training of service providers, strengthening supply chain management and supporting development of quality assurance systems.</p> <p>UNICEF is working with the other development agencies to develop a common approach to measuring progress in capacity development (QCPR Op 63). It will continue to strengthen its joint work along and within the UNDG to use of national systems and expertise, and enhancing national capacity in data collection, analysis and evaluation, among others.</p>
<p><u>South-South and Triangular Cooperation</u></p> <p><i>“Reaffirms the increased importance of South-South cooperation, and in this regard calls upon the funds, programmes, specialized agencies and other entities of the United Nations system to</i></p>	<p>UNICEF will continue to support programme countries to advance the rights of children through South-South cooperation and to support newer forms of horizontal cooperation, as well as North-South and South-North cooperation. In particular, UNICEF will facilitate cross-border learning exchanges, expanded policy research, and strengthened engagement with</p>

<p>mainstream support to South-South cooperation and triangular cooperation into the regular country-level programming ...” (para 74)</p>	<p>emerging partners and cross-country work with governments, regional institutions and sister agencies. These methodologies are expected to become increasingly cost-effective through the use of information and communication technologies.</p> <p>As part of the UNDG, UNICEF use the UNOSSC guidelines on South-South cooperation to mainstream South-South Cooperation (SSC) and Triangular Cooperation through UNDAFs and other country-level programming processes, including the collection of best practices in implementing, monitoring, and evaluating SSC activities.</p>
<p><u>Gender Equality and Women’s Empowerment</u></p> <p><i>“Requests the organizations of the UNDS to substantially increase the investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women in United Nations development framework programmes.” (para 81)</i></p> <p><i>“Calls upon the organizations of the UNDS, within their organizational mandates, to further improve their institutional accountability mechanisms and to include intergovernmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.” (para 91)</i></p> <p><i>“Also calls upon the organizations of the UNDS to continue efforts to achieve gender balance in appointments within the United Nations system at the central, regional and country levels for positions that affect operational activities for development ...” (para 92)</i></p>	<p>Gender equality is integral to the Strategic Plan as a normative principle and as a core element of the refocus on equity. As a cross-cutting, structural disadvantage, gender inequality exacerbates the multiple deprivations that not only girls but all children face due to disadvantages such as poverty, ethnicity or disability status. Therefore, the Strategic Plan emphasizes gender equality and the empowerment of girls and women as priority outcomes for UNICEF work, along with the need to address challenges faced by girls, boys, families, and communities. It also integrates gender mainstreaming as an organizational priority for equitable results that will contribute to achievement of the Millennium Development Goals and the post-2015 development agenda.</p> <p>Both gender-relevant and gender-transformative indicators at outcome and output levels are included in the results matrix of each of the seven outcome areas. Together, this set of results forms the basis for a programmatic focus on gender equality and the empowerment of girls and women.</p> <p>In implementing the Strategic Plan, UNICEF will emphasize the importance of gender equality by systematically tracking the individual and consolidated achievement of these results. It will also document lessons learned from programmes addressing gender inequalities.</p> <p>In conjunction with its forthcoming Gender Action Plan 2014-2017, UNICEF will further amplify these results, highlighting the synergies and efficiencies across result areas, as for example, in the important connection among girls’ education, child marriage and maternal mortality.</p> <p>The Strategic Plan also emphasizes improving the focus and depth of mainstreaming gender into UNICEF programmes and operations, including in humanitarian clusters led by UNICEF.</p> <p>As an element of UN Coherence, UNICEF will use a common Gender Marker/gender scorecards and performance benchmarks to track the inclusion of gender as a principal or significant focus in programmatic activities and related expenditures. Key performance indicators will monitor the success of management strategies for mainstreaming gender in UNICEF operations in such areas as staff capacity, gender balance in staffing and implementation of gender-sensitive workplace policies.</p>
<p>FUNDING</p>	
<p><u>Sustainability of Funding</u></p> <p><i>“Requests the United Nations funds and programmes [...] to report to their governing bodies at the first regular session of 2014 on concrete measures taken to emphasize the importance of broadening the donor base...” (para 35)</i></p>	<p>The first priority of UNICEF has always been and remains the quality and impact of its programmes for children. The Plan reinforces the commitment to continually improve the way we operate to secure the maximum benefits for children around the world. UNICEF is reviewing and adapting business processes to maximize effectiveness and efficiency, to be able to dedicate more resources and more staff time directly to delivering better programmes for children. Through the new Plan, UNICEF will explore innovative financing scenarios with potential partners and funding models to raise additional resources and increase a broader donor base.</p>

<p><u>Alignment between Resources and Strategic Priorities</u></p> <p><i>“Calls upon the funds and programmes, and encourages the specialized agencies, to carry out any changes required to align their planning and budgeting cycles with the quadrennial comprehensive policy review...” (para 121)</i></p> <p><i>“Encourages the governing bodies of the United Nations funds, programmes and specialized agencies, as appropriate, to ensure that all available and projected core and non-core resources are consolidated within an integrated budgetary framework, based on the priorities of their respective strategic plans ...” (para 41)</i></p> <p><i>“... noting the need to make non-core resources more flexible and aligned with strategic plans ...” (para 27)</i></p>	<p>UNICEF has already aligned its planning and budgeting cycles with the QCPR, and has incorporated QCPR guidance in the design of the draft Plan. The integrated results and resources framework includes results for all inter-agency cost categories.</p> <p>Implementation of the Strategic Plan will require a significant amount of non-core resources. UNICEF will continue to maximize efficiencies in the management of the organization’s resources to effectively implement the Plan. UNICEF will also explore new, as well as rationalize existing, non-core funding channels to augment non-core funding streams.</p>
<p><u>Cost Effectiveness and Cost Recovery</u></p> <p><i>“Requests the Executive Boards of the United Nations funds and programmes, ..., to adopt cost recovery frameworks by 2013, with a view to their full implementation in 2014, based on the guiding principle of full cost recovery, proportionally, from core and non-core resources, and a simple, transparent and harmonized methodology, providing incentives, including through differentiated cost recovery rates, and taking into account different volumes and nature of funds to increase core funding and more predictable, flexible and less earmarked non-core contributions that are aligned with the strategic plans adopted by the respective governing bodies.” (para 53)</i></p> <p><i>“Requests the United Nations funds and programmes ... to include estimated amounts to be recovered in their budgets and to report on actual cost recovery amounts as part of their regular financial reporting.” (para 54)</i></p> <p><i>“Requests the United Nations funds and programmes to further pursue reductions in management costs in the effort to minimize the necessary cost recovery rate within the existing budget framework.” (para 56)</i></p>	<p>The Strategic Plan’s Integrated Budget includes new harmonized conceptual framework for defining and attributing organizational costs and a new harmonized methodology and rate for calculating non-core cost-recovery. Ongoing investments in accountability and transparency will enable UNICEF to better quantify and articulate how it is contributing to outcomes and final results for children, including resourcing of results.</p> <p>As per the QCPR, the F/Ps have discussed with boards and developed common cost recovery frameworks by UNICEF, UNDP, UNFPA and UN Women, based on full cost recovery of all non-programme costs proportionally from core and non-core sources. This was approved [February 2013].</p>
OPERATIONAL IMPLICATIONS	
<p><u>Simplification and Harmonization of Business Practices</u></p> <p><i>“Requests the United Nations development system funds and programmes, ... , to further pursue higher-quality, more effective and cost-efficient support services in all programme countries by reducing the duplication of functions, and administrative and transaction costs through the consolidation of support services at the country level.” (para 152)</i></p> <p><i>“Also requests the funds and programmes... to further invest in intra-agency rationalization of business operations and to present plans in this regard to their governing bodies by the end of 2013.” (para 153)</i></p>	<p>The Strategic Plan supports management and operational excellence, including through enhancement of programme and operations efficiency and effectiveness in the context of United Nations coherence and the roll-out of a second generation of Delivering as One. This entails further simplification and harmonization of business practices in areas such as finance, human resources, procurement, ICT, logistics, travel, and harmonized approached to cash transfers.</p> <p>UNICEF is working within the undg and HLCM towards inter-agency simplification and harmonization of business practices. This includes measures to develop a plan, and harmonize or standardize rules and procedures. Concurrently HQs will facilitate consolidated or common support services at the country level, including, common LTAs; harmonized approach to procurement, common HR management, ICT services or financial management services.</p>

	<p>UNICEF will develop a common definition of operating costs together with sister agencies, with focus on maximizing efficiency and effectiveness. UNICEF will undertake a feasibility study on interoperability of ERPs, and implement management response as relevant. UNICEF will also take concrete measures within the UNDG to improve use of common premises and services where possible and value added.</p>
<p><u>Procurement</u></p> <p><i>“Recognizes that more cost-effective, efficient and harmonized procurement practices can help to achieve greater effectiveness and better results, and encourages the United Nations development system to consider options for greater collaboration in procurement at the country, regional and global levels.” (para 156)</i></p>	<p>UNICEF has long been committed to quality procurement standards and processes. UNICEF has promoted procurement as a way to forge new alliances and partnerships to enhance the scale and impact of programme interventions. A key aim is to transfer capacity to Government to progressively assume procurement undertaken by UNICEF. UNICEF will continue to work with UN partners to advance high value common procurement initiatives and processes, based on comparative advantage, including implementing the harmonized approach to procurement.</p>
<p><u>Greening of Business Practices</u></p> <p><i>“Calls upon the United Nations system to improve the management of facilities and operations by taking into account sustainable development practices ...” (para 15)</i></p>	<p>UNICEF continues to promote ‘green business’ principles through the reduction of travel, more systematic use of alternative communication solutions including Skype, video-conferencing and webex, and procurement of ‘carbon-and energy-light’ supplies. UNICEF supports the development of environmental sustainability management systems within UN organizations according to the terms laid out in the draft decision of the HLCM, and will work with agencies to carry the recommendations forward.</p>
<p><u>Business Model</u></p> <p><i>“Recognizes that the country-level presence of the UNDS should be tailored to meet the specific development challenges and needs of programme countries.” (para 115)</i></p>	<p>The Strategic Plan is designed to contribute to the realization of the rights of all children, everywhere. The high degree of diversity within and across countries in terms of size, socio-economic factors, political systems and development means there is no ‘blueprint’ for programming or Office structures. The seven outcome areas included in the Strategic Plan are sufficiently specific to ensure that UNICEF focuses on its areas of comparative advantage. At the same time, they are sufficiently broad and flexible to enable UNICEF to respond to the specific needs and priorities of individual countries. Country programmes will identify Outcomes and implement strategies based on national plans and priorities, the situation of children and women in the country, the country-specific comparative advantage of UNICEF vis-à-vis its partners as described in the United Nations Development Assistance Framework, and the availability of financial and human resources. UNICEF will cooperate with sister agencies in pursuing innovative and diverse options to maximize resources and programme impact based on the needs of the country. UNICEF will also continue to define elements of programme criticality, aligning this with overall risk assessment and management processes.</p>
UN SYSTEM COORDINATION	
<p><u>RC System</u></p> <p><i>“Stresses that the resident coordinator system, while managed by UNDP, is owned by the United Nations development system as a</i></p>	<p>UNICEF remains committed to the effective management of the Resident Coordinator system. UNICEF is working with sister agencies to take concrete measures to improve the selection, appraisal and training of RC and UNCT members. UNICEF will continue to work together to improve the</p>

<p>whole and that its functioning should be participatory, collegial and mutually accountable within that system.” (para 122) <i>“Decides to improve the effectiveness of the resident coordinator system, and in this regard requests the United Nations development system to:</i></p> <p>(a) Improve the way in which individuals are attracted, selected, trained, appraised and retained within the resident coordinator system (...).</p> <p>(b) Achieve diversification in the composition of the resident coordinator system in terms of geographical distribution and gender (...);</p> <p>c) The United Nations development system to ensure the full implementation, including monitoring, of the management and accountability system of the United Nations development and resident coordinator system, including the functional firewall for the resident coordinator system, in areas that do not require intergovernmental approval (para 130a)</p> <p>d) The United Nations development system to ensure that resident coordinators, supported by members of the United Nations country teams, are accountable to national authorities for the delivery of results agreed in the United Nations Development Assistance Framework and report to them on the results of the country teams as a whole;</p> <p>e) Urges the United Nations development system to provide further financial, technical and organizational support for the resident coordinator system, and requests the Secretary-General, in consultation with the members of the United Nations development system, and based on the recent review of existing funding modalities in support of the resident coordinator system called for in Economic and Social Council resolution 2011/7, to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the resident coordinator system in order to ensure that resident coordinators have the necessary stable and predictable resources to fulfil their mandate effectively, without compromising resources allocated to programmatic activities, with due regard for the principle of fairness, which should reflect the direct involvement of each agency, based on the proportion of services used; (para 128)</p>	<p>diversity of RCs by geography, gender, and agency.</p> <p>As part of the UNDG, UNICEF will continue to implement and promote the Management and Accountability System in order to provide an accountability framework for resident coordinators and UNCTs. The UNDG will provide further financial, technical and organizational support to the RCS, including through a newly agreed cost sharing mechanism.</p>
<p>UNDAF and Joint Programming</p> <p><i>“Requests the UNDS to take measures in full consultation with Member States to further improve the UNDAF as a strategic framework and to simplify the UNDAF process” (para 117)</i></p> <p><i>“Encourages the United Nations development system to further strengthen joint programming processes at the country level.” (para 118)</i></p> <p><i>“Requests the UNDS to identify and address challenges and bottlenecks, in particular at the headquarters level, which have prevented United Nations country teams in “Delivering as one” countries from fully realizing the efficiency gains under the “Delivering as one” approach and to report thereon as part of the annual reporting on the implementation of the present resolution for the consideration of the Economic and Social Council and the General</i></p>	<p>UNICEF has contributed actively to the development of Standard Operating Procedures for Delivering As One, including to the development of One Programme guidelines and One UN Results Report. UNICEF will continue to work with agencies in developing common monitoring, reporting, and evaluation frameworks, as well as support the implementation of the SOPs once finalized. These will help the next round of UNDAFs to be lighter with a shorter-timeframe, using results-based management tools and reporting principles.</p> <p>[UNICEF will continue to align programmes with the UNDAF and streamline programming processes, reporting and evaluation where possible.]</p>

<p>Assembly.” (para 137)</p>	
<p>PARTNERSHIPS</p>	
<p><i>“Reaffirms the central role of Governments in contributing to the work of the UNDS, while recognizing the importance of the UNDS increasing capacity to engage in results oriented innovative national, regional and global partnerships, with diverse stakeholders, including international financial institutions, civil society, the private sector and foundations, and encourages the United Nations development system to intensify its collaboration with these stakeholders.” (para 20)</i></p>	<p>Being able to partner effectively and efficiently to enhance results for children has never been more important. Strategic partnerships with members of the United Nations family will continue to play a central role in advancing results for children with equity. Catalysing and supporting social movements that call for the fulfilment of child rights will become increasingly critical, as will the integration of child rights into other agendas.</p> <p>UNICEF will continue its long-standing practice of building partnerships with national and local governments, civil society, academic institutions and centres of excellence, the private sector and other agencies of the United Nations based on the comparative advantage of UNICEF and the shared commitment to common results. Special focus will be on ensuring both the supply of key services for children and the demand for these services, while reducing the dependence of governments and other actors on development assistance over time.</p> <p>Global programme partnerships such as A Promise Renewed and Scaling Up Nutrition will continue to be a cornerstone of UNICEF programmatic engagement, advocacy and leveraging of funds. Supporting appropriately structured private sector partnerships will be increasingly important given the expanding role of for-profit enterprises in providing essential services to the poor. Building on ‘Children’s Rights and Business Principles’, UNICEF will pursue an integrated approach to corporate engagement, incorporating resource mobilization, corporate social responsibility initiatives and programmatic cooperation.</p>
<p>RESULTS-BASED MANAGEMENT</p>	
<p><i>“Affirms the importance of accountability, transparency and improved results-based management and further harmonized results-based reporting on the work of the United Nations funds, programmes and specialized agencies ...” (para 31)</i></p> <p><i>“ ... and underscores in that regard the need to further strengthen the delivery of results and the results-based frameworks of the funds, programmes and specialized agencies of the UNSD and to improve their reporting on outputs and nationally owned outcomes...”(para 34)</i></p> <p><i>“Requests the UNSD to promote the development of clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels and include measurable indicators with baselines, milestones and targets for monitoring, and in this regard requests the United Nations funds and programmes,..., to consult Member States during the production of results frameworks of their respective strategic plans, and report annually on implementation from 2014.” (para 170)</i></p>	<p>Recognizing the fundamental importance of quality information for decision-making and programme design, the Strategic Plan includes a strong emphasis on monitoring and measuring the realization of child rights.</p> <p>Indicators for monitoring outcomes will be tracked from national monitoring and data collection systems, annually when possible. Indicators for monitoring outputs will typically be collected by programme monitoring systems associated with UNICEF-supported country programmes. They will be measurable every year as part of the programme performance monitoring system. However, changes in outputs may be seen over varying time periods, depending on the barrier or bottleneck being addressed.</p> <p>The achievement of selected standardized outputs will be reported annually by the relevant country offices – those that have programmes of cooperation working in the respective area – and aggregated at the global level. Emphasis will be placed on standardized outputs that absorb significant resources, are strategically important and relate to many countries. An independent peer review of evidence on results and performance of country offices will be conducted as part of midterm reviews of country programmes, strengthening quality assurance and country-to-country learning.</p> <p>The Strategic Plan will facilitate improved reporting in several additional key areas: a) results achieved relative to expected results at country, regional and global level; b) results achieved in humanitarian action; c) results achieved related to undg normative principles of human rights, gender equality and environmental sustainability; and d) results achieved related to implementation of relevant elements of the QCPR and the UNICEF contribution to efforts in United Nations system-wide coherence.</p>

	<p>The shift towards identifying the strategic contribution of UNICEF to achievement of results will necessitate a corresponding adjustment in the programme performance monitoring system. This will include strategic evaluations and an enhanced accountability system focusing on decision-making and partnerships. Investments in performance monitoring in humanitarian action will be designed in a manner that builds national emergency management capacity.</p> <p>Results-based management will inform and strengthen performance management over the period of the Strategic Plan. UNICEF, as a leader in results based management, will work with partners to encourage all in the UN development system to develop and use common RBM and monitoring tools and to strengthen the focus on results.</p>
EVALUATION	
<p><i>“Emphasizes the importance for organizations of the United Nations development system of having independent, credible and useful evaluation functions.” (para 173)</i></p> <p><i>“Calls upon members of the UNDS to further increase institutional and organizational capacity for the evaluation of operational activities for development...” (para 174)</i></p> <p><i>“Calls upon members of the United Nations development system to further increase institutional and organizational capacity for the evaluation of operational activities for development and to increase training and skills-upgrading in results-based management, monitoring and evaluation methods,..” (para 174)</i></p>	<p>Evaluation will support the achievement of Strategic Plan objectives by generating findings, conclusions and recommendations to inform management decisions at all levels and across all results areas, including the humanitarian field. Evaluation evidence will complement monitoring reports, statistical data and research findings as important sources of information on implementation and results. Evaluation will contribute to performance improvement through support to accountability and organizational learning. The function will play a role in operationalizing results-based management principles and in assessing results against the criteria of relevance, efficiency and effectiveness. Evaluation also provides a means for validating the impact and sustainability of results and checking for unintended consequences.</p> <p>Evaluation in UNICEF is largely a decentralized function, undertaken at country and regional levels. Continuing steps are being taken to strengthen evaluation systems across UNICEF and with UN agencies. A comprehensive evaluation plan will be developed following the approval of the Strategic Plan. Where appropriate, joint evaluations will be undertaken with other United Nations agencies or national partners.</p>