UNICEF Strategic Plan, 2014-2017

Advancing the Rights of Every Child, Especially the Most Disadvantaged
UNICEF will promote the rights of every child, everywhere, in everything the organization does, with focus on the most disadvantaged and excluded children and families.
Opportunities in a changing world

• More countries have the resources, systems and commitment to protect, promote the rights of children

• Increased international mobility and interaction is providing opportunities for new forms of cooperation and exchange of lessons

• New research methods and real-time monitoring are demonstrating opportunities for synergy and cross-sectoral engagement

• Technology and innovation are advancing progress, participation, accountability and efficiency
Advancing the rights of every child, especially the most disadvantaged

1. Health
2. HIV
3. WASH
4. Nutrition
5. Education
6. Child Protection
7. Social Inclusion

Outputs

1.1
1.2
1.3
1.4
1.5
2.1
2.2
2.3
2.4
2.5
3.1
3.2
3.3
3.4
3.5
4.1
4.2
4.3
4.4
4.5
5.1
5.2
5.3
5.4
5.5
6.1
6.2
6.3
6.4
6.5
7.1
7.2
7.3
7.4
7.5

Organizational Efficiency and Effectiveness

Implementation Strategies
Development Effectiveness

Management
Advancing the rights of every child

1. Health
2. HIV & AIDS
3. WASH
4. Nutrition
5. Education
6. Child Protection
7. Social Inclusion

Survive FROM ARRIVAL TO THRIVE INTO ADULTHOOD
Outcomes have common output structure

1. HEALTH
2. HIV & AIDS
3. WASH
4. NUTRITION
5. EDUCATION
6. CHILD PROTECTION
7. SOCIAL INCLUSION

Supply
Demand
Enabling environment
Humanitarian action
Human rights and gender equality
IMPORTANCE OF HUMANITARIAN ACTION
Advancing the Rights of Every Child

ADVANCING GENDER EQUALITY

UNICEF Goals on Gender Equality & Empowerment 2014 - 2017

- Empowerment of girls
- Gender equity in survival; maternal mortality
- Water & sanitation in home; WASH MH in schools
- Maternal & adolescent nutrition
- Gender equity in quality & secondary education
- Ending child marriage, FGM; GBV; Child labour
- HIV reduction in adolescent boys & girls; gender equity in care
Global and intercountry programme

• Contributes to global and regional level results such as MDG reporting, strengthened global systems for child rights, and enhanced engagement in child rights by regional institutions

• Four approaches:
  – Knowledge for child rights and development
  – Evidence-based policy dialogue and advocacy
  – Multi-country and cross-border programming
  – Identifying, testing and sharing innovations
## Projected Programme Expenditures

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Health</td>
<td>29%</td>
<td>28%</td>
</tr>
<tr>
<td>Nutrition</td>
<td>9%</td>
<td>10%</td>
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<tr>
<td>WASH</td>
<td>16%</td>
<td>15%</td>
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<tr>
<td>Education</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>7%</td>
<td>5%</td>
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<tr>
<td>Protection</td>
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<td>12%</td>
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<tr>
<td>Social Inclusion</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Organisational efficiency and effectiveness

- Higher quality programmes through results-based management (six results)
- Improved management of financial and human resources in pursuit of results
- Coordination of the UN Development System
Monitoring, reporting and performance management

• Focus on strengthening government and partner monitoring systems to track barriers and bottlenecks, improve disaggregated data collection

• Reporting on:
  – Results achieved relative to expected results with a focus on frequent monitoring of outcomes/outputs
  – Results achieved in humanitarian action
  – Results achieved related to normative principles, including gender equality
  – Results achieved related to QCPR recommendations
Implementing the Strategic Plan

Seven Implementation Strategies

– Capacity development
– Evidence generation and evidence-based policy dialogue and advocacy
– Partnerships
– South-South and triangular cooperation
– Identification and promotion of Innovation
– Support to integration and cross-sectoral linkages
– Service delivery

Country programmes will determine an appropriate combination of implementation strategies to be framed around the seven outcomes or a relevant subset.
From 2006-2013 to 2014-2017

- The equity strategy, focused on the most disadvantaged and excluded children and families, is how UNICEF translates our commitment to children’s rights into action
- Concrete actions to address fragile contexts, build resilience
- Strengthened linkages between humanitarian action and development programmes
- Maintains momentum in thematic areas: health, HIV, water & sanitation, nutrition, education, child protection, social protection and social inclusion
From draft to final

- Today’s summary has focused on the official documentation for this week’s Executive Board meeting.
- Draft 2.0 to be released at the end of this week, for review and comment by June 27th.
- Proposed final version closed by July 2nd.

- Less context, more detail on each outcome.
- Addition of a sixth output, capturing results of the Global & Regional Programme.
- Further elaboration of UNICEF’s understanding of RBM, resilience, cross-sectoral dimensions of work.
- Updated annex with clearer outcome-to-impact links, strengthened gender-sensitivity of indicators.
Thank You