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The UNICEF Strategic Plan, 2014-2017

Realizing the rights of every child, especially the most disadvantaged

Summary

The present draft UNICEF Strategic Plan, 2014-2017, and the annex to the Strategic Plan (E/ICEF/2013/21/Add.1) are presented to the Executive Board for action.

A draft decision is included in chapter IV.

* E/ICEF/2013/19.



I. Priorities and opportunities for children

A vision for 2017 and beyond

1. The fundamental mission of UNICEF is to promote the rights of every child,¹ everywhere, in everything the organization does — in programmes, in advocacy and in operations. The equity strategy, emphasizing the most disadvantaged and excluded children and families, translates this commitment to children's rights into action. For UNICEF, equity means that all children have an opportunity to survive, develop and reach their full potential, without discrimination, bias or favouritism. To the degree that any child has an unequal chance in life — in its social, political, economic, civic and cultural dimensions — her or his rights are violated. There is growing evidence that investing in the health, education and protection of a society's most disadvantaged citizens — addressing inequity — not only will give all children the opportunity to fulfil their potential but also will lead to sustained growth and stability of countries. This is why the focus on equity is so vital. It accelerates progress towards realizing the human rights of all children, which is the universal mandate of UNICEF, as outlined by the Convention on the Rights of the Child, while also supporting the equitable development of nations.

2. Healthy, safe and well-educated children are essential for a sustainable planet, and vice versa. Today's children and those of forthcoming generations must be nurtured to contribute to sustainable development even as they are its primary beneficiaries. At the same time, communities and families must be supported to increase their resilience so that achievements for girls and boys can be sustained even when families are confronted with volatility and shocks, whether caused by economic shift, climate change, natural disaster, disease or violent conflict. Humanitarian action will remain crucial given the anticipated increase in the scale, severity and frequency of humanitarian crises.

3. This strategic plan bridges the final two years of the MDG timetable. The combination of political will and financial investments mobilized to advance the Goals have led to dramatic improvement in the lives of poor and marginalized people, particularly children. Changes in the global economic and political landscape are also driving transformations in development and humanitarian assistance, with the rise of middle-income countries and of private philanthropic organizations as major development actors. Needs are also evolving. Inequality is growing in many countries, and a majority of the world's poor children now live in middle-income countries.

4. The global effort to achieve the MDGs has drawn attention to the ongoing contributions of development cooperation, multilateralism and the United Nations development system, as well as to limitations in the development cooperation architecture. In response, the 2012 General Assembly quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system recommended an agenda for reform that will strengthen the entire United Nations development system, including UNICEF. It will also strengthen the linkages between humanitarian and development assistance.

¹ The UNICEF mandate covers all children below the age of 18 years, as per the Convention on the Rights of the Child.

5. Discussions now under way to shape the post-2015 development agenda, which is expected to result in a new set of sustainable development goals, include significant attention to the health, education and protection needs of all children, girls and boys equally; strengthened governance; increased attention to poverty, equity, inclusion, the environment and resilience; and a reframing of responsibilities that calls on all countries, rich and poor alike, to address social inequalities, remove social and financial barriers to services, and meet obligations to realize all rights of all children everywhere.

II. Strategic approach

Lessons from the end-of-cycle review to be applied in the Strategic Plan

6. This Strategic Plan incorporates the findings of the 2012 end-of-cycle review of the UNICEF medium-term strategic plan, 2006-2013 (summarized in E/ICEF/2013/4). The review validated continued UNICEF engagement in the key areas of health (including water, sanitation and hygiene), education, HIV and AIDS, and child protection. The review further recommended that UNICEF create a specific outcome for nutrition, to reflect the global priority given to reducing undernutrition, and give more attention to social inclusion, including generation of data and policies that promote human rights and advance social protection. Key findings from the review include the importance of:

- (a) Refocusing on equity and its key contribution to the realization of children's rights;
- (b) Accelerating efforts to achieve the MDGs and continuing relevant programming after 2015, with a stronger results-based management approach that aligns with the institutional structures of most governments;
- (c) Scaling up proven interventions, enhancing the accountability of national institutions for effective policies, systematically strengthening the use of services and encouraging appropriate behaviour change and participation of children, including adolescents, and communities;
- (d) Harnessing innovation and the deeper and wider evidence base to drive and sustain global progress towards realization of children's rights;
- (e) Complementing sector-based approaches with more attention to synergies across sectors and to multi-sectoral action;
- (f) Addressing gaps in data, evidence, reporting and accountability;
- (g) Leveraging UNICEF presence in most countries of the world to support the realization of rights for all children, everywhere;
- (h) Leveraging engagement with the private sector and private individuals for resource mobilization and corporate social responsibility.

7. The review emphasized the importance of UNICEF involvement in humanitarian action and the need to anticipate a possible increase in the scale, severity and frequency of humanitarian crises. There is a need for dedicated systems and capacities for effective preparedness and response, more explicit integration of humanitarian and development programming to promote resilience, and increased attention to human rights protection in emergencies. Systematic attention to risk

analysis and mitigation is particularly important to effectively addressing the specific needs of children living in fragile and conflict-affected contexts.

8. The benefit and relevance of ‘mainstreaming’ approaches were confirmed in the review, in order to systematically integrate humanitarian preparedness and response and gender equality into programming. The end-of-cycle review called for increased attention to mainstreaming sensitivity to climate change and environmental degradation, to promoting resilience and to addressing the rights of children with disabilities and indigenous children. The review also noted the need to strengthen dedicated capacity on these issues.

9. Another important conclusion of the review was that UNICEF adds value to development efforts by linking normative and operational work. Therefore, UNICEF will continue to help countries to translate policy into practice and vice versa. This will build on a foundation of data and evidence, as well as on the observations of the United Nations Committee on the Rights of the Child and other United Nations human rights mechanisms.

10. An additional lesson learned from the review is the critical importance of a child’s early years to later stages of growth and development. New scientific research on brain development has brought fresh evidence of the critical importance of early childhood development for future learning achievements, health outcomes and productivity, and the cumulative nature of deficits. There is strong evidence that children who are well nourished and receive adequate care and psychosocial support during the formative years from birth to age 3 are more likely to be healthy and productive adults.

11. The demographic transition being experienced by a majority of countries reinforces the importance of working with adolescent girls and boys. Support is required for policies and programmes that enable adolescents to make informed decisions, communicate effectively and develop coping and self-management skills that help them lead healthy and productive lives while building healthy, safe and peaceful communities.

Strategic Plan overview

12. The Strategic Plan contributes to realization of the rights of all children by emphasizing equity. Focusing on the most disadvantaged and excluded children, families and communities accelerates progress towards fulfilment of the rights of all children and reduces disparities.

13. UNICEF contributes to and fosters coherence and synergies among all funds, programmes and specialized agencies in the United Nations development system, to better support countries. As part of this effort, the Strategic Plan has been developed in close collaboration with the other funds, programmes and agencies under the remit of the QCPR, including the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Entity for Gender Equality and the Empowerment of Women, and World Food Programme. These agencies are all aligning their strategic plans to operationalize the QCPR during the period 2014 to 2017. They are also acting in accordance with the United Nations Development Group (UNDG) programming principles, based on the human rights-based approach to cooperation, gender equality, environmental sustainability, results-based management and capacity development. At country level, the agencies

of the United Nations development system collaborate through United Nations country teams, humanitarian country teams and clusters, Delivering as One and other mechanisms for collective action. The aim is to avoid overlaps and define clear roles and responsibilities based on comparative advantage. The agencies also commit to contributing to shared results to the maximum extent possible in thematic areas in which multiple agencies are active.

14. UNICEF and the other funds and programmes have taken steps towards converging strategic planning through actions that include:

(a) A greater focus on strengthening real-time monitoring systems of government and partners, as outlined in the Monitoring Results for Equity System (MoRES) approach, with particular focus on barriers and bottlenecks faced by the most disadvantaged children and families;

(b) The use of performance indicators of the Joint United Nations Programme on HIV/AIDS to help monitor progress in addressing HIV and AIDS and to maximize the coherence, coordination and impact of the broader United Nations response to HIV and AIDS;

(c) The use of performance indicators aligned with the approach agreed through the ongoing work of the Inter-Agency Standing Committee on a common Humanitarian Response Monitoring Framework, as part of the newly developed Humanitarian Programme Cycle;

(d) Harmonizing application of the principle of value for money, based on the concepts of economy, efficiency and effectiveness;

(e) Selecting a set of common indicators for QCPR monitoring, as outlined in the annex of the Strategic Plan, based on their relevance, feasibility and cost of collecting data, and balance across different issues addressed.

15. In consultation with Member States, other parts of the United Nations family and other partners, UNICEF will continue to strengthen performance, accountability and coherence as called for in the QCPR. The organization will collectively identify effective common operating platforms for achieving results and accelerate collaborative work to support countries in strengthening the frequent monitoring of outputs, with feedback loops to adjust strategies as appropriate. UNICEF will aim to achieve greater coherence in reporting results across agencies.

16. The UNICEF Strategic Plan will also leverage a growing diversity of partnerships with government, civil society, the private sector and others. These include public-private partnerships, South-South and triangular cooperation, and engagement with non-governmental organizations (NGOs). Important new partnership opportunities are emerging, including new models of South-North learning, in which countries adopt, adapt and help to refine effective innovations from the South. This will include a stronger engagement with the private sector in development in terms of corporate social responsibility and innovations. An equally important opportunity is the increasingly direct engagement with children, families, communities and social movements, facilitated by social media.

Impact

17. The Strategic Plan is designed to enable the organization to contribute to the realization of the rights of all children, especially the most disadvantaged. This

impact will be reflected in progress towards global development and human rights commitments, based on internationally agreed indicators summarized in the annex to the Strategic Plan. This is a primary measure of how the world is progressively meeting its collective obligations to children. UNICEF will support both individual countries and the global community as a whole to measure overall trends in advances for children.

18. Outcomes, which represent institutional and behavioural changes consistent with the Results-Based Management Handbook of the UNDG, are results to which UNICEF contributes in collaboration with national partners, civil society and others. The seven outcomes of the Strategic Plan, 2014-2017, encompass major aspects of child well-being. Together, they converge to support the realization of the rights of all children, especially the most disadvantaged and excluded, as well as addressing needs of their communities and families.

19. Each of the following outcomes reflects the combined result of development and humanitarian interventions:²

(a) Health: Improved and equitable use of high-impact maternal, newborn and child health interventions from pregnancy to adolescence and promotion of healthy behaviours. Working with the World Health Organization and others, UNICEF will support all countries to end preventable child deaths, with a view to reducing under-five mortality to 20 per 1,000 live births or lower in all countries by 2035. At the same time, participation in the Polio Eradication and Endgame Strategic Plan 2013-2018 will drive the eradication of all polio viruses, and support for introduction of the human papilloma virus vaccination for girls will leverage the comparative advantage of UNICEF to contribute to adolescent health, complementing the efforts of UNFPA. Key approaches to the health work of UNICEF will include providing equitable delivery of interventions; increasing access to lifesaving and preventive interventions, including in humanitarian action; improving caregiver knowledge of high-impact interventions; strengthening health systems, including the contributing, as appropriate, to universal health coverage; improving the quality and use of data for making decisions; and ensuring better integration of health services with other services and interventions being provided to mothers, newborns and children;

(b) HIV and AIDS: Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents. In keeping with the division of labour within the United Nations Joint Programme on HIV/AIDS, UNICEF will play a leading role in HIV programming across both decades of childhood including in the ongoing rollout of the Global Plan Towards the Elimination of New HIV Infections among Children by 2015 and Keeping their Mothers Alive. New approaches are required for adolescent girls and boys, to more rapidly reduce HIV transmissions and because adolescents in need are disproportionately excluded from HIV treatment. UNICEF will therefore increase its emphasis on promoting comprehensive sexuality education and on protecting the rights of excluded adolescent populations who are highly affected by HIV. In programming across both decades of a child's life, UNICEF will work with partners

² The Supplementary Programme Note, "The Theory of Change of the UNICEF Strategic Plan, 2014-2017", provides more information and analysis on the basis for the strategic choices and various components of the results framework.

across sectors, aiming for results that contribute to healthy behaviours and address root causes of vulnerability;

(c) Water, sanitation and hygiene: Improved and equitable use of safe drinking water, sanitation and healthy environments, and improved hygiene practices. UNICEF will emphasize capacity development to increase sustainable access to safe drinking water; eliminate open defecation and improve access to adequate sanitation; increase hand-washing and good hygiene practices; provide safe drinking water, sanitation and hand-washing facilities in schools and health centres (with attention to the needs of girls); and increase preparedness to respond to humanitarian situations. Leveraging the presence of UNICEF before, during and after emergencies, support will be provided to increase the number of children and families with access to safe drinking water during humanitarian crises. UNICEF will continue its leading role in the Sanitation and Water for All partnership with the World Bank and others;

(d) Nutrition: Improved and equitable use of nutritional support and improved nutrition and care practices. Leveraging the strengths of UNICEF within the broader United Nations system and the Scaling Up Nutrition movement, UNICEF will continue to support delivery of vitamin and micronutrient supplementation and iodized salt; promotion of exclusive breastfeeding; and community-based prevention and management of malnutrition. Disadvantaged and excluded families will be supported to apply good nutrition and care practices and seek comprehensive nutrition services. UNICEF will increase nutrition work focused on early childhood, given the crucial impact of nutrition on brain development and function during the first 1,000 days. Emphasis will also continue on completing the unfinished business of the scale-up and integration of management of severe acute malnutrition. In addition, support will be provided for increasing country capacity to ensure protection of the nutritional status of children in humanitarian situations;

(e) Education: Improved learning outcomes and equitable and inclusive education. UNICEF will continue its focus on access and learning in primary education. It will support strengthening of systems to provide multiple and alternative pathways for disadvantaged and excluded children, including children with disabilities and girls, with an emphasis on measurable learning outcomes. UNICEF will also increase attention to early childhood development and renew its involvement in secondary education. UNICEF will seek to strengthen understanding and best practices in education and peacebuilding, and to build on this knowledge to support countries in assessing and managing risks. Working with the Global Partnership for Education and others, UNICEF will support innovations with the potential to rapidly improve education outcomes for marginalized children, such as multilingual education, right-age enrolment, child-centred pedagogy and technology. Support will also be provided to generate knowledge and data on education disparities and to reinforce government and community capacity to monitor and improve access to and quality of education for all;

(f) Child protection: Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children. UNICEF programming will emphasize strengthening of child protection systems and support for social change for improved protection of children. Programming approaches will increasingly take into account the interplay between child protection systems and social norms.

Efforts will also focus on preventing violence, exploitation, abuse and neglect, including through strengthening the protective capacities of families and communities. Recognizing that child protection issues span the care, justice and civil registration domains, UNICEF will build on and emphasize intersectoral approaches. Greater emphasis will be placed on the role of allied systems, such as health, social protection and education, in preventing and responding to child protection concerns. UNICEF will maintain its leadership role in child protection in emergencies and in the children and armed conflict agenda. Emergency preparedness and response efforts will contribute to the strengthening of child protection systems, and vice versa. UNICEF will also invest in institutional competence and research on child protection, given the complexity of its issues and its centrality to the UNICEF mandate;

(g) Social inclusion: Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data. Too often, social exclusion begins at birth, and multidimensional poverty is transmitted from one generation to the next. UNICEF will support countries to understand the patterns and drivers of exclusion and disadvantage, including the impact of gender inequality. Using those data, UNICEF will assist countries to design and scale up social protection systems, often building on the normative framework of the ‘social protection floor’ of the International Labour Organization and working with the World Bank and other partners. UNICEF will support countries to design legislation and policies that promote social inclusion, complemented by systems for social budgeting, child-sensitive financial management, and related national and subnational monitoring systems. These policies and systems will combat multidimensional child poverty, address the drivers of vulnerability, build resilience to external shocks and improve humanitarian response. Collaborating with UNDP, UNICEF will support interventions on rule of law and access to justice that address discrimination and promote accountability. In addition to working with governments as duty-bearers, UNICEF will strengthen families in their child-care role, particularly for the youngest children, and support the poorest and most marginalized families to demand and access basic services. As a contribution to social inclusion as well as to other outcomes, the meaningful participation of children, including adolescents, in processes that relate to them will be emphasized, including through strengthening their own decision-making and communication capacities.

20. To achieve impact, especially for the most disadvantaged and excluded children, UNICEF programming guidance will stress integration and synergy among supply, demand and policy factors in any given outcome area. For example, addressing barriers to education for disadvantaged children may require simultaneous attention to policy issues such as pay scales for teachers; supply issues, including how teacher absenteeism is managed in isolated schools; and demand and participation issues, including calls from children and families for improved school performance.

21. Programming guidance will also emphasize integration and synergy across different outcomes. For example, challenging discrimination against girls and ethnic minorities can be a useful strategy to simultaneously contribute to health, education, protection and other outcomes, as well as being important for its own sake. Another important approach to cost-effective work across sectors is prioritizing actions in one sector that can contribute to results more widely. For example, responding to

severe acute malnutrition improves nutrition outcomes while also contributing over time to better education and health outcomes.

Outputs

22. The work of UNICEF and its partners leads directly to outputs, which are categorized for each outcome according to their association with:

(a) Enhanced support for children, families and communities to promote knowledge, behaviour change, demand for services and opportunities for participation;

(b) Increased national capacity to ensure availability of and access to services and to strengthen systems;

(c) Strengthened political commitment and national capacity to legislate, plan and budget for children;

(d) Increased country capacity and delivery of services to protect and provide for children in humanitarian settings;

(e) Increased capacity of governments and partners, as duty-bearers, to identify and respond to specific challenges related to the protection and promotion of the rights of children and gender equality;

(f) Enhanced enabling environment at global and regional levels to realize child rights.

Humanitarian action

23. This Strategic Plan outlines specific and measurable performance targets for humanitarian action to save lives and protect rights and to systematically reduce vulnerability to disasters and conflicts.

24. Saving lives and protecting rights involves emergency preparedness, humanitarian response itself, early recovery, and a focus on resilience. Interventions will support the achievement of the UNICEF Core Commitments for Children in Humanitarian Action, in line with international standards from Sphere and the Inter-Agency Network for Education in Emergencies, and guided by humanitarian principles. UNICEF will continue to build on recent improvements in systems, drawing on lessons from past emergencies. The overall aim will be faster scale-up and better results in major humanitarian crises, including early identification of priorities and strategies, rapid deployment of qualified staff and clear accountabilities, consistent with the Transformative Agenda of the Inter-Agency Standing Committee. This includes fulfilling UNICEF responsibilities as cluster/sector lead or co-lead in water, sanitation and hygiene; nutrition; education; child protection and gender-based violence. UNICEF will fulfil these responsibilities by deploying capacity to support humanitarian coordination, assessing needs, addressing capacity gaps, and monitoring collective performance. UNICEF will support national systems and capacities for humanitarian action where they exist. This includes supporting implementation of standards, providing advice on child-centred humanitarian policy, facilitating access to knowledge and assisting in resource mobilization. UNICEF will also advocate for and support integration of national preparedness into development plans and systems. Where needed, UNICEF will help to fill critical gaps in service delivery to reach excluded populations. This

service delivery will always be accompanied by explicit capacity development strategies.

25. For several reasons, UNICEF also is committed to strengthening its involvement in systematic reduction of vulnerability to disaster and conflicts through risk-informed country programmes that help build resilience. First, systematic vulnerability reduction is key to more effectively preventing and responding to humanitarian crises. Second, it provides unique opportunities to improve the links between humanitarian response and development programmes and to promote human security. Humanitarian response will be used as an entry point for more structural and systemic changes. For example, support to emergency treatment of severe acute malnutrition can lead to a programme integrated into the health system for decentralized treatment so that malnutrition can be detected and treated earlier in the future. Third, it helps to promote rapid recovery and build community resilience to shocks that affect children. In situations of civil unrest or armed conflict, UNICEF will uphold humanitarian principles.

26. UNICEF will also 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.

27. Humanitarian action will be funded through various funding streams, including regular and other resources.

Gender equality

28. 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 faced not only by girls but by all children due to disadvantages such as poverty, ethnicity or disability status.

29. The Strategic Plan emphasizes the empowerment of girls and women as well as addressing gender-related needs and actions of girls, boys, fathers, mothers and communities. UNICEF will identify and leverage positive synergies among related results, such as those among improving girls' education, ending child marriage and reducing maternal mortality. Interventions will concentrate on increasing access to services and opportunities by women and girls and their inclusion and participation in all facets of life. This will be complemented by advocacy and technical support on gender-equitable policies, budgeting and resource allocations. Emphasis will be placed on both collecting and using sex-disaggregated and other gender-related data.

30. The Strategic Plan will promote gender-sensitive interventions as a core programmatic priority. All relevant policies, programmes and activities will mainstream gender equality to the extent possible, including in humanitarian clusters led by UNICEF. Approaches to gender-sensitive and gender-transformative action in the Strategic Plan will be further elaborated in the forthcoming Gender Action Plan 2014-2017.

31. Gender-related indicators at outcome and output levels are included in each of the seven outcome area results matrices. UNICEF will emphasize the importance of gender equality by systematically tracking the individual and consolidated achievements of these results. It will also document and evaluate lessons learned from programmes addressing gender inequalities. The new Gender Action Plan will

also identify common gender-based bottlenecks and barriers to achieving children's rights and the corresponding indicators for tracking shifts in such barriers through country-level outcome monitoring.

32. The Gender Marker, which tracks the inclusion of gender as a principal or significant focus in programmatic activities and related expenditures, will continue to be strengthened through increased guidance and oversight. Likewise, the performance benchmarks tracking the success of programme strategies in mainstreaming gender have been made more robust with objective, field-relevant indicators. Finally, 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.

Summary of the Global and Regional Programme

33. To complement the role of UNICEF as a development and humanitarian actor at country level, the Global and Regional Programme contributes to each of the Strategic Plan's seven outcomes through global and regional public goods. This includes monitoring and analysing the situation of children for global accountability, contributing to the global evidence base and producing or co-producing global normative guidelines. Furthermore, UNICEF will work with and strengthen relevant international policy and coordination bodies and systems, including the Human Rights Council, relevant treaty bodies, relevant Special Representatives of the Secretary-General and regional institutions. The Global and Regional Programme also provides a vehicle for multi-country and cross-border initiatives, which will complement the country-specific results outlined in each country programme of cooperation.

34. Each of the Strategic Plan's seven outcomes has a specific output that summarizes the results of the Global and Regional Programme that are attributable to UNICEF (see the annex to the Strategic Plan, E/ICEF/2013/21/Add.1). The normative mandate of UNICEF, founded on the Convention on the Rights of the Child, will be the basis for engagement with duty-bearers at the global and regional level. The objective is to identify and collectively overcome barriers to realization of rights for every child. The global and regional commitments to children, often with measurable targets, will be leveraged to promote greater accountability for results at these levels.

Organizational efficiency and effectiveness

35. The following seven implementation strategies, identified from the end-of-cycle review and the QCPR, are based on an analysis of the organization's comparative advantage in achieving results for children through the human rights-based approach. Emphasis will be placed on promoting accountability, participation, transparency and empowerment. In addition, UNICEF will continue to apply the normative principles of human rights, gender equality and environmental sustainability. To complement the monitoring and reporting of results, benchmarks and indicators will also be developed and monitored for each implementation strategy.

36. **Capacity development.** Capacity development at individual, community and government levels has always been one of the main UNICEF implementation

strategies. Support to individual and community capacity development is often provided through communication for development, a cross-cutting strategy that promotes positive social norms and behaviours, including demand for services. Community capacity development work will also create opportunities for right-holders to participate in accountability mechanisms that provide feedback to service providers and duty-bearers.

37. To strengthen the capacity of government at all levels, UNICEF focuses on training and technical assistance to reform government institutions and improve service provision; strengthening supply chain management; piloting models for scaling up, with attention to quality assurance; and using national and local systems. A growing priority is to strengthen national and subnational collection, analysis and use of data, particularly on children and women. This will include more systematic use of disaggregation to enhance equity-focused design and implementation of policies and programmes. An additional emerging priority is promotion of environmental awareness and related skills among children, including adolescents. This will be linked with capacity development work for disaster risk reduction, emergency preparedness and emergency response.

38. **Evidence generation, policy dialogue and advocacy.** A growing number of countries are generating insights and evidence that contribute to the realization of child rights and the promotion of equity. Such evidence is likely to be relevant and useful to other countries in similar situations. UNICEF helps partners to generate evidence by supporting design of research and data collection, forming partnerships for conducting research and strengthening related quality assurance mechanisms. Evidence generated from research will support policy dialogue and advocacy related to the Strategic Plan's seven outcomes, gender equality and humanitarian action. Evidence generated across regions will be used to influence global policy.

39. Policy dialogue and advocacy work by UNICEF will promote the understanding and application of evidence and innovation for children, emphasizing the obligations of human rights duty-bearers. Policy dialogue and advocacy is relevant across all countries, including high-income countries where UNICEF acts frequently in partnership with a National Committee for UNICEF. Policy dialogue and advocacy in rich countries will address social inclusion and child protection concerns; child rights education in school curricula and learning environments; and increased public awareness and support for child rights around the world. A strengthened external communication strategy and brand will drive public advocacy and complement resource mobilization.

40. **Partnerships.** Being able to partner effectively and efficiently to enhance results for children, based on the UNICEF comparative advantage and shared commitments to common principles and results, has never been more important. Strategic partnerships with members of the United Nations family and international financial institutions will continue to play a central role in advancing results for children with equity. Catalysing and supporting social movements that call for fulfilment of child rights will become increasingly critical, as will the integration of child rights into other agendas. UNICEF will continue its long-standing practice of building capacity through partnerships with national and local governments, civil society, academic institutions and the private sector, reducing the dependence of governments and other actors on development assistance over time.

41. Global programme partnerships such as Committing to Child Survival: 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 poor families. Building on the Children's Rights and Business Principles initiative, UNICEF will pursue an integrated approach to corporate engagement, incorporating resource mobilization, corporate social responsibility initiatives and programmatic cooperation.

42. **South-South and triangular cooperation.** Two long-standing and proven methodologies to support development and learning are South-South cooperation, in which countries support each other to learn from experience, and triangular cooperation, in which South-South engagement is supported or facilitated by a multilateral agency or donor. UNICEF will continue to support programme countries to realize 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. These methodologies are expected to become increasingly cost-effective through the use of information and communication technologies.

43. **Identification and promotion of innovation.** Innovation is generating important opportunities to advance progress towards results for children. At the same time, some countries find it difficult to identify and select among the many new technologies and approaches becoming available. UNICEF works to ensure innovators are aware of and encouraged to address the rights and needs of children, especially those who are most disadvantaged. UNICEF helps to identify the most promising innovations for application in different contexts, supporting partners to adopt, adapt and scale up the approaches that are most useful and to quickly identify those that are not.

44. **Support to integration and cross-sectoral linkages.** Governments around the world are organized into sectoral ministries for efficiency of management, delivery and accountability. At the same time, there is widespread recognition that outcomes in one sector influence those in another, and that certain strategies can help advance results in multiple spheres. For the first time, in this Strategic Plan, UNICEF identifies support to integration and cross-sectoral linkages as an explicit implementation strategy. The organization will emphasize learning from its partnerships and programmes that support integrated programming for children at different stages of the life cycle or that address intersectoral issues. This strategy will contribute to and inform evidence generation, policy dialogue and knowledge management specific to cross-sectoral dimensions. Those lessons and models will be shared widely, as many UNICEF partner governments and even NGOs strive to increase synergies and coordination across sectors and silos.

45. **Service delivery.** From the earliest days of UNICEF, delivering essential services, along with communication for development to encourage people to use those services, has been a core approach of programmes in both humanitarian and development settings. For the majority of countries able to provide vital services to their own children, the UNICEF role in service delivery is diminishing. However, it is still critical in situations where institutional capacity for delivery is weak and during humanitarian action. In addition, UNICEF continues to have an important

role in coordinating procurement of essential commodities such as vaccines to help governments to benefit from lower costs and better quality control.

46. For all of the implementation strategies described above, country offices require development effectiveness support from regional offices and headquarters. Activities to aid development effectiveness will include guidance and technical support on cross-cutting issues and for assessment, planning and review; global technical leadership and support of the outcomes and implementation strategies; effective management of supplies; and global technical leadership and support in humanitarian action. Development effectiveness support will also contribute to better system-wide coherence among United Nations entities at country level.

Management efficiency and effectiveness

47. Sound organizational strategies must be backed by effective and efficient management that is intensively focused on realizing rights for children through achievement of concrete results. UNICEF will use results-based management to support Strategic Plan implementation, based on clear principles, best practices, accountability and transparency. 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.

48. The Strategic Plan will support 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 will entail further simplification and harmonization of business practices and programming instruments. In recent years, UNICEF has undertaken major enhancements in its management, accountability and reporting structures and processes, but there is room for further improvement. The Strategic Plan addresses these needs.

49. UNICEF is adjusting its management strategies to improve efficiency and effectiveness through strengthened business operations. In humanitarian action, UNICEF will invest in mechanisms to make itself more accountable to affected populations. Continued implementation of the International Aid Transparency Initiative, coupled with expanded evaluations of country and global programmes, is helping the organization to validate and be accountable for results. UNICEF is also strengthening the ability of headquarters, regional and country offices to measure and report their performance in (a) effective leadership and executive direction; (b) oversight, assurance and accountability for results; (c) management of financial resources; (d) information and communication technology; (e) human resources; (f) partnerships, communication and resource mobilization; and (g) security for staff and premises.

50. Enterprise risk management will continue to be an essential element of UNICEF governance and accountability. Offices at all levels will identify, manage and report on critical risks. This will include identification of roles and accountabilities; implementation of risk mitigation procedures; and facilitation of trainings for managers and staff to develop and promote risk-informed decision-making across the organization.

51. Unlike prior UNICEF strategic plans, the integrated results and resources framework summarized below (and presented in the supporting documents) includes

results for all inter-agency cost categories. For programmes, resources will be linked to outcome-level results.

Translating the Strategic Plan into country programmes of cooperation

52. With its universal mandate, UNICEF is committed to promoting and realizing the rights of children in every country, regardless of its income level. One of the key UNICEF strengths is its pledge to respond to the development priorities and needs of country partners. From 2014 to 2017, the ability of UNICEF to contribute to results for children will still depend above all on understanding and responding to the unique features of each society, including patterns of inequality and opportunities for progress.

53. The seven outcomes in the Strategic Plan are sufficiently specific to focus UNICEF on its areas of comparative advantage. At the same time, they are sufficiently broad and flexible to enable UNICEF to emphasize cross-sectoral approaches as appropriate and to respond to the specific priorities of individual countries. Country programmes to be developed during 2014 to 2017 will address either all seven or a subset or combination of the Strategic Plan outcomes, 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 (UNDAF), and the availability of financial and human resources. A risk-informed approach will be followed at each stage of the country programming process, reflecting the determinants analysis in MoRES and emphasizing the management and mitigation of context-specific risks in order to accelerate achievement of results.

54. Country offices will also determine an appropriate combination of implementation strategies, based on the following criteria:

- (a) The enabling environment;
- (b) Capacity to deliver quality services;
- (c) Extent of deprivation, whether large-scale or concentrated among certain population groups;
- (d) Potential to leverage domestic resources for children;
- (e) Potential to contribute to regional and global results through South-South cooperation and as an international champion of child rights.

55. Country offices facing similar situations will employ a comparable mix of implementation strategies. Identification of such commonalities will facilitate clear articulation of the role of UNICEF and its added value, as well as enhance monitoring, performance reporting and sharing of best practices.

III. Effective results-based management

56. Effective practice of results-based management begins with the development of a robust results framework. The full results chains, including the impact, outcomes and outputs of the work of UNICEF plus associated indicators and risks, are outlined in the annex to the Strategic Plan.

57. Monitoring, responding to and demonstrating tangible results are central to effective results-based management, both in humanitarian and development contexts. Recognizing the importance of quality information for decision-making and programme design, the Strategic Plan includes a strong focus on strengthening monitoring of the realization of child rights, with particular emphasis on the barriers and bottlenecks that affect the most disadvantaged. The performance management system will be used to analyse and report on progress towards these results at all levels of the organization.

58. Priority actions to strengthen results-based management include:

(a) Increasing support to strengthen national and subnational monitoring systems, particularly those related to the status of barriers and bottlenecks for the most disadvantaged and excluded children and their families and communities, through MoRES in both development and humanitarian settings, and to leverage these enhanced monitoring systems to the extent possible to attribute and report on UNICEF contributions in achieving results;

(b) Outlining baselines and targets for the quantitative and qualitative indicators for each result, and for monitoring and reporting on progress, aggregated to the extent possible, to enable an analysis of the UNICEF contribution to broader humanitarian and development commitments;

(c) Developing clear results chains as a key component of the country programme development process and reporting on progress of relevant indicators as part of the performance management system;

(d) Enhancing functionality and use of the UNICEF performance management system at all levels of the organization, with attention to monitoring and reporting at impact, outcome and output level in each country, as well as tracking and costing key inputs and activities to the extent possible;

(e) Promoting evaluative exercises that enable quantitative and qualitative analysis of the organization's contribution to the various result levels, and application by senior management of relevant recommendations and lessons learned;

(f) Assessing programming quality and strategic choices at all levels to complement the monitoring and evaluation of programme results and management effectiveness of country and regional offices and related headquarters divisions;

(g) Strengthening UNICEF capacity by revising and enhancing tools that support results-based management, based on experience to date and on recent developments related to United Nations coherence, the MDGs, and the post-2015 development goals and agenda.

59. Emphasis will be placed on strengthening government and partner monitoring systems to track the status of barriers and bottlenecks in real time through MoRES. Every programme country office will report on the status of barriers and bottlenecks in the context of its UNDAF and UNICEF-supported country programme of cooperation. Over time, information on changes in the barriers and bottlenecks will be aggregated and synthesized. Reporting on these obstacles and how they are overcome will enable sharing of lessons and experiences and improved planning of support to identified areas.

60. Complementing the ongoing monitoring of indicators at each level of result in all relevant contexts, priority will be given to undertaking strategic evaluations and enhancing the accountability system, focusing on decision-making and partnerships.

61. UNICEF is committed to developing a comprehensive measure of equity that is appropriate for each context while being internationally comparable to the extent possible and practical. Tools will also be developed to measure community resilience as an enabling factor.

62. In addition to monitoring and reporting on the outputs, outcomes and impact of each country programme based on established indicators, including aggregating the results to the extent possible, the Strategic Plan will facilitate improved monitoring and reporting in several additional areas:

- (a) Results achieved in humanitarian action;
- (b) Results achieved related to UNDG normative principles of human rights, gender equality and environmental sustainability;
- (c) Results achieved related to implementation of relevant elements of the QCPR and the UNICEF contribution to efforts towards United Nations system-wide coherence.

63. At country level, outcome indicators will be tracked from national monitoring and data collection systems, including UNICEF-supported multiple indicator cluster surveys. The status of some outcome indicators will be updated annually, excepting indicators that rely on nationally representative household surveys, where the status will be updated every three to five years on average. Output indicators, reflecting either quantitative changes or qualitative changes, will be tracked by programme monitoring systems associated with UNICEF-supported country programmes. The status of output indicators will be updated annually by UNICEF country offices, including estimates of the number of children reached.

64. At a global level, UNICEF will aggregate and report on the status of output and outcome indicators annually. Achievements will reflect the efforts of those country offices that have programmes of cooperation working in any given area.

Evaluation

65. 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, including in humanitarian action. Evaluation evidence will complement monitoring reports, statistical data and research findings as important sources of information on implementation and results. Evaluation findings will be used to improve planning, programming and resource allocation. Sufficient management attention and resources will be accorded to ensuring that the results of evaluations, including planned follow-up, are well known throughout the organization and that action is taken as appropriate.

66. Evaluation will contribute to performance improvement through support to accountability and organizational learning. Evaluation will play a role in operationalizing results-based management principles and in assessing results against the criteria of relevance, efficiency and effectiveness. It also provides a means for validating the impact and sustainability of results and checking for unintended consequences.

67. Evaluation in UNICEF is largely a decentralized function, undertaken at country and regional levels, and steps are being taken to strengthen evaluation systems across the organization. Global thematic evaluations are undertaken independently by the Evaluation Office. A summary of global monitoring and research initiatives and an evaluation plan will be developed following approval of the Strategic Plan. Where appropriate, joint evaluations will be undertaken with other United Nations agencies or national partners.

Conclusion

68. UNICEF and its many partners must do everything possible so that each and every child born in 2014, the first year of this Strategic Plan, will survive and thrive, contributing to and benefiting from sustainable development. With full realization of their human rights, those children will be on the cusp of adulthood by 2030 — fifteen years after the next set of development goals are globally embraced by the international community — fully prepared for a world that will be very different from the world of today.

IV. Draft decision

The Executive Board

Approves the UNICEF strategic plan, 2014-2017 (E/ICEF/2013/21 and E/ICEF/2013/21/Add.1).

Table 1 — Integrated resource plan, 2014-2017

	2010-2013							2014-2017						
	Regular resources		Other resources		Total resources		Trust funds	Regular resources		Other resources		Total resources		Trust funds
			Programmes	Cost recovery						Programmes	Cost recovery			
	\$m	%	\$m	\$m	\$m	%	\$m	\$m	%	\$m	\$m	\$m	%	\$m
1. Resources available														
Opening balance	613.0		1,740.0	-	2,353.0		303.0	661.5		1,799.7	-	2,461.2		622.5
Income														
Contributions	4,440.0		8,391.0	-	12,831.0		-	5,353.0		10,616.0	-	15,969.0		-
Other income	324.9		-	-	324.9		-	280.0		32.0	-	312.0		-
Total income	4,764.9		8,391.0	-	13,155.9		-	5,633.0		10,648.0	-	16,281.0		-
Trust Funds	-		-	-	-		4,033.1	-		-	-	-		7,432.0
Tax reimbursement adjustment	(80.8)		-	-	(80.8)		-	(96.0)		-	-	(96.0)		-
Total available	5,297.1		10,131.0	-	15,428.1		4,336.1	6,198.5		12,447.7	-	18,646.2		8,054.5
2. Use of resources														
A Development														
A.1 Programmes	3,224.4	61.8	8,383.6	-	11,608.0	82.1	4,231.1	4,091.0	69.6	10,713.6	-	14,804.6	84.5	7,432.0
A.2 Development effectiveness	352.6	6.8	-	129.8	482.4	3.4	5.0	467.4	8.0	100.1	-	567.5	3.2	-
Subtotal	3,577.0	68.6	8,383.6	129.8	12,090.4	85.5	4,236.1	4,558.4	77.6	10,813.7	-	15,372.1	87.7	7,432.0
B United Nations development coordination	4.1	0.1	-	-	4.1	0.0	-	20.3	0.3	16.3	-	36.6	0.2	-
C Management														
C.1 Recurring	1,029.3	19.7	-	407.4	1,436.7	10.2	-	642.2	10.9	-	774.2	1,416.4	8.1	-
C.2 Non-recurring	14.9	0.3	-	3.2	18.1	0.1	-	6.5	0.1	-	12.5	19.0	0.1	-
Subtotal	1,044.2	20.0	-	410.6	1,454.8	10.3	-	648.7	11.0	-	786.7	1,435.4	8.2	-
D Special purpose														
D.1 Capital investments	56.2	1.1	-	-	56.2	0.4	-	18.7	0.3	-	36.3	55.0	0.3	-
D.2 Private sector fundraising	433.4	8.3	-	-	433.4	3.1	-	454.0	7.7	-	-	454.0	2.6	-
D.3 Other	102.9	2.0	-	-	102.9	0.7	-	174.1	3.0	-	-	174.1	1.0	-
Subtotal	592.5	11.4	-	-	592.5	4.2	-	646.8	11.0	-	36.3	683.1	3.9	-
Institutional budget (A.2+B+C+D.1)	1,457.1	27.9	-	540.4	1,997.5	14.1	5.0	1,155.1	19.7	116.4	823.0	2,094.5	11.9	-
Integrated budget (A+B+C+D)	5,217.8	100.0	8,383.6	540.4	14,141.8	100.0	4,236.1	5,874.2	100.0	10,830.0	823.0	17,527.3	100.0	7,432.0
3. Closing balance of resources								324.3		794.6		1,118.9		622.5

Table 2 — Integrated results and resources framework, 2014-2017

Outcome/result	Functional cluster	2014-2017			
		Regular resources	Other resources		Total resources
			Programme	Cost recovery	
		\$m	\$m	\$m	\$m
Programmes		4,091.0	10,713.6	-	14,804.6
P1 Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of health behaviours.		1,227.3	2,918.0	-	4,145.3
P2 Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents.		245.4	494.8	-	740.2
P3 Improved and equitable use of safe drinking water, sanitation, healthy environments and improved hygiene practices.		450.0	1,770.7	-	2,220.7
P4 Improved and equitable access to and use of nutritional support and improved nutrition and care practices.		327.3	1,153.2	-	1,480.5
P5 Improved and equitable access to and completion of quality, inclusive education with a focus on improving learning outcomes.		654.6	2,306.3	-	2,960.9
P6 Improved and equitable prevention of and response to violence, abuse and exploitation of children.		490.9	1,285.6	-	1,776.5
P7 Improved policy environment and systems to that effectively respond to increasing knowledge and data on disadvantaged and excluded children.		695.5	785.0	-	1,480.5
Organizational effectiveness and efficiency					
1 Higher quality programmes through results-based management		467.4	100.1	-	567.5
	Technical excellence in policy and programmes	394.1	84.7	-	478.8
	Technical excellence in procurement and management of supplies	47.5	5.4	-	52.9
	Technical excellence in humanitarian action	25.8	10.0	-	35.8
2 Improved management of financial and human resources in pursuit of results		648.7	-	786.7	1,435.4
	Independent corporate oversight and assurance	17.6	-	21.3	38.9
	Corporate financial, information & communication technology and administrative management	93.7	-	113.6	207.3
	Corporate external relations and partnerships, communications and resource mobilization	97.9	-	118.8	216.7
	Corporate human resources management	48.4	-	58.7	107.1
	Corporate leadership and direction	25.8	-	31.2	57.0
	Staff and premises security	6.0	-	7.3	13.3
	Field / country office oversight, management and operations support	359.3	-	435.8	795.1
3 Coordination of the United Nations Development System		20.3	16.3	-	36.6
	United Nations coherence and cluster coordination	20.3	16.3	-	36.6
Special purpose		646.8	-	36.3	683.1
Capital investments		18.7	-	36.3	55.0
Private sector fundraising		454.0	-	-	454.0
Other, including procurement services		174.1	-	-	174.1
Total use of resources		5,874.2	10,830.0	823.0	17,527.3