

UNICEF's Programming Model and Country-level Planning Framework

UNICEF fully applies **results-based management** principles and practices in its development and humanitarian programmes, which firmly places programme results at the forefront of all actions undertaken to deliver results for the world's children. This results-based operating model moves away from the traditional project delivery approach commonly used in the delivery of development programmes. It allows UNICEF to be agile in its response to the needs of children and in regularly reporting on the programmatic results achieved to the various stakeholders, as opposed to reporting on the specific activities implemented.

At country level, UNICEF's offices function within the overall framework of the **United Nations Country Team** through which all United Nations (UN) agencies operating in respective countries, plan and execute their programmes of support in response to needs outlined in national development plans. This is usually coordinated through a **United Nations Sustainable Development Cooperation Framework (UNSDCF)**,¹ which is the most important instrument for planning and implementation of the UN development activities at country level (currently used in 162 countries and territories).

The UNSDCF (aka the Cooperation Framework) guides the entire programme cycle (usually 5-years long), driving planning, implementation, monitoring, reporting and evaluation of collective UN support in a country. The Cooperation Framework determines and reflects the UN Development System's contributions in the country and shapes the configuration of UN assets required inside and outside the country.

The Cooperation Framework outlines the UN Development System's (including UNICEF's), combined contributions to the 2030 Agenda for Sustainable Development [and SDGs] and represents the relationship of Governments, other stakeholders and the UN Development System as collaborative partners towards the SDGs. UNICEF's Country Offices adhere to the *UN Cooperation Framework Guidance and Companion Packages*² and are integrally involved in the development of the **UN Common Country Analysis (CCA)**, which serves as the analytical foundation of the Cooperation Framework.

The CCA is the **UN system's independent, impartial, and collective assessment and analysis (including a description of causes and their implications) of a country situation** for its internal use in developing the Cooperation Framework. It examines progress, gaps, opportunities, and bottlenecks vis-à-vis a country's commitment to achieving the 2030 Agenda, UN norms and standards, and the principles of the UN Charter, including as reflected in the Cooperation Framework Guiding Principles.

The CCA draws from and adds to **existing data, statistics, analyses, reviews, research, capacities, and resources** from within and outside the UN system. These include national and sector-specific development visions and strategies, national budget allocations, and development financing from domestic and international, private, and public sources.

The CCA **identifies multidimensional risks that could have a negative or positive impact on the development trajectory of the country, covering a full spectrum of development, humanitarian, peacebuilding, and human rights issues**. It fosters a common UN system understanding of groups left behind, and underlying drivers of risks, vulnerabilities, and needs, including those that are social or related to conflict, disasters, climate change, environmental impact, or the economy. In-depth analysis of these issues **establishes an understanding of root**

¹ [UNSDG | In Brief: United Nations Sustainable Development Cooperation](#)

² [UNSDG | Consolidated Annexes to the Cooperation Framework Guidance](#)

and proximate causes, stakeholders, dynamics, and triggers, as well as the impacts on people, the operational environment and the UN system’s work and presence.

The CCA also clarifies how UN engagement may **influence dynamics, positively and/or negatively, and how to manage negative effects and maximize positive ones**. The CCA process involves all relevant UN entities, including UN special political missions, peacekeeping operations, humanitarian, and human rights entities. To meet the ambition of the SDGs, the CCA also examines the country’s **financial landscape for sustainable development, analyze financial flows, and identify the greatest opportunities to reorient all sources of financing**. The CCA is updated annually and whenever possible, used to inform overall UN Policy on Integrated Assessment and Planning.

The design of the UNICEF Country Programme of Cooperation (normally with a 5-year duration) is integrally linked to the Cooperation Framework development process which is underpinned by the diagnostic CCA exercise. Additionally, UNICEF’s Country Offices undertake a **Situation Analysis (SitAn)** to understand the situation of children in the country. The SitAn constitutes the basis for prioritization and causality analysis work that is crucial to inform the set of results (outcomes and outputs) agreed upon with Government and included in UNICEF’s **Country Programme Documents (CPDs)**. Country Offices clearly indicate in the CPD, the programme priorities and financial outlay required for UNICEF to contribute to results areas of the Cooperation Framework and by extension, to achievement of the UN’s collective outcomes, effectively demonstrating and positioning UNICEF’s strategic intent and value-addition and/or comparative advantage within the specific programming context.

Additional situational assessments and planning documents are usually prepared in response to conflict- and disaster-driven humanitarian situations or as required by the programming context and needs. Humanitarian planning- for instance the development of Humanitarian Response Plans and action is most often facilitated through Clusters³ at country level.

The following key policy and programming documents have been published as Document Type A01 as evidence of UNICEF’s full compliance with ATI’s requirements for pre-project appraisals:

<ul style="list-style-type: none"> • United Nations Sustainable Development Cooperation Framework Guidance 	<ul style="list-style-type: none"> • All resources relating to the UN’s collective approach to programming at country level
<ul style="list-style-type: none"> • UN-Cooperation-Framework-Internal-Guidance-Final-June-2019_1.pdf 	<ul style="list-style-type: none"> • Detailed UNSDCF guidelines with specific guidance for the Common Country Analysis (see Pgs. 13-15)
<ul style="list-style-type: none"> • Consolidated Annexes for Cooperation Framework Guidance 	<ul style="list-style-type: none"> • See ANNEX 2: Outline of the UN Common Country Analysis Report for the Cooperation Framework (see Pgs. 7-11)
<ul style="list-style-type: none"> • UNSDG Database of Common Country Analyses • https://cambodia.un.org/en/142900-cambodia-common-country-analysis 	<ul style="list-style-type: none"> • Database of key UN country-level programming documents including Common Country Assessments • Example of a UN inter-agency Common Country Assessment
<ul style="list-style-type: none"> • Inter-agency Humanitarian Response Assessments and Plans • Humanitarian Response Plans (UNICEF) - HumanitarianResponse • COVID-19 Socio-economic Impact Assessments 	<ul style="list-style-type: none"> • UNICEF’s Humanitarian Action for Children (HAC) appeals that provide an assessment of the impact that conflict and disasters situations have on children, and form the basis for UNICEF’s response

³ [Humanitarian planning and response – Cluster Coordination](#)