Guidance on the Development of Programme Strategy Notes
December 2015

Summary

Programme Strategy Notes (or simply referred to as Strategy Notes) are developed for a country programme, a programme component\(^1\), or a programme area (sanitation and hygiene, child health), depending on the size and complexity of the Country Programme. They describe the multi-year strategy(ies) that UNICEF will pursue to achieve the results outlined in the Country Programme Document (CPD). Strategy Notes are internal to UNICEF—meaning they do not require formal endorsement by external parties. Nonetheless, their development and use are best achieved through engagement with partners.

Strategy Notes are structured around six core sections: 1) prioritisation, which outlines the evidence-based rationale for the choice of programme issues to address, 2) the Theory of Change for the programme component which describes how the programme results will be achieved, 3) the programme component’s Outcome and Output results structure, 4) mechanisms for monitoring progress on output and outcome results, 5) the programme component’s resource requirements, and 6) the identification of significant external risks to the programme component, and the anticipated risk reduction or mitigation efforts the programme will pursue should the risks actually materialize.

Strategy Notes are required for new country programmes submitted for approval from September 2016. They are recommended for all programmes already approved with a 2016 start period. For ongoing country programmes, where a decision has been taken to conduct a Mid-Term Review, or a Strategic Moment of Reflection, these are opportune moments to initiate the development of Strategy Notes. As country offices move to discontinue the now optional Country Programme Action Plans (CPAPs) and apply the Standard Operating Procedures (SOPs) for Delivering as One (DaO), offices will come to rely more on their Strategy Notes as a basis for developing operational plans and performance reporting.

Purpose

Strategy Notes describe the multi-year strategies that UNICEF will pursue to achieve the results outlined in the CPD. Strategy Notes sharpen a programme’s thinking and capacity to articulate how planned Outputs will contribute to Outcomes for children, as well as how UNICEF will influence partners to achieve their own outputs, to contribute to the agreed outcomes for children. Strategy Notes also serve as a critical tool for adaptive programming, providing the reference on rationale and assumptions to inform more strategic progress reviews and programming shifts at key junctures and as contexts shift.

Strategy Notes inform the finalization of the CPD and its results matrix; the development of work plans, funding proposals, performance reviews and reports, and evaluations throughout the programme cycle. Programme Strategy Notes reflect the dynamic nature of their development and

---

\(^1\) Programme components here refers to the structuring of programmes as currently presented in CPDs, for instance Health and Nutrition, Child Protection, Water Sanitation and Hygiene etc.)
The Notes are expected to be updated periodically, and kept relevant to serve evolving programming needs. Strategy Notes should be a key reference in annual review and work planning exercises.

**Development of Strategy Notes**

Strategy Notes are to be created and finalized as a component of the Country Programme Development Process. They are developed by the Country Office with technical support from the Regional Office and Headquarters. Draft Strategy Notes will inform the development of the CPD and the Country Programme Management Plan (CPMP). The Regional Director will endorse the CPD and CPMP submissions, at the Programme Budget Review (PBR), on the understanding that Programme Strategy Notes have been previously cleared by the appropriate technical regional section. As an internal document, a Strategy Note is not formally submitted and approved by government or the Executive Board.

Programme Strategy Notes are required for Programme and Programme Effectiveness Outcomes. They do not need to be developed for Management and Special Purpose Outcomes. Their length will depend on the scope of a programme’s outcomes, but should not exceed 10 pages.

Consultation with government and other development partners is integral to the development and use of Strategy Notes to secure views and buy-in on how results for children will be achieved, and to establish the expected value-added role of UNICEF. Collaboration with government authorities and development partners (including civil society organisations and donor agencies), particularly in the context of the formulation of national sector plans, strategies and sector-wide approaches provide important avenues for the construction of theories of change, and to reach agreement on the most suitable strategies and approaches to achieve results for children. Such opportunities will invariably shape UNICEF’s influence on national development processes, and ultimately strengthen UNICEF’s ability to demonstrate contribution to broader development goals.

Similarly, Strategy Notes will facilitate UNICEF’s engagement in the UNDAF and **One Programme Results Groups** in contexts where the Delivery as One approach has been adopted, as in the elaboration of **Humanitarian Response Plans**. They can also be used to support engagement in **Integrated Strategic Frameworks** in contexts with Integrated Missions.

A structured approach to providing technical assistance in 2016 for the development of Strategy Notes will be outlined by each Regional Office, in consultation with Headquarter Divisions. This builds in latitude and flexibility for regional offices to guide the development of Strategy Notes, as appropriate. In keeping with the need to support dynamic programming, revisions to Strategy Notes may be warranted during programme implementation when changes in the programming context require adjustments to theories of change and ultimately to Outputs, and in some cases to Outcomes. Significant changes must be approved by the Representative, in coordination with the regional office. Annex 5 proposes a cover page that captures when, by whom and how the Strategy Note was developed, and any revisions introduced, in order to assure that institutional memory is preserved.

The present guidance note will be revisited as experience is gained in developing Strategy Notes in 2016 in differing programming contexts and circumstances.
Structure

Each Programme Strategy Note includes:

1. **Introduction** (1/2 – 3/4 page)

The introduction to the Strategy Note will outline how the sum of the parts of the programme component, including specific programme areas\(^2\), will contribute to an over-arching vision of results for children in the sector. The introduction indicates how synergies will be developed with other programme components, and highlights how cross-cutting concerns, such as gender equality, early childhood development, disability, adolescents, humanitarian action, communication for development and the use of innovations, will be addressed in a coherent manner to enable the achievement of the defined Outcomes. The main government counterpart(s) and other key actors for the programme component will be identified, as well as any significant milestones that may shape implementation during the life cycle of the programme.

2. **Prioritized issues and areas** (1-2 pages)

Strategy Notes present the rationale for selecting specific issues to be addressed by the programme component during the programme cycle (and possibly beyond), based on their criticality and scale. Strategy Notes build on an analysis of child deprivations, vulnerabilities and risks related notably to inequities, disasters, climate change, conflict, epidemics and other shocks or stresses, in framing both critical issues and the population sub-groups most affected, or likely to be affected. They build upon a coherent risk-informed causal analysis of each prioritised issue that will be addressed by the Programme Component.

UNICEF’s comparative advantage, an understanding of investments and contributions by development partners within the sector, expected resource availability, knowledge of effective solutions, and lessons learned from previous programme cycles are important considerations for the selection of areas of focus. In addition, identified bottlenecks and barriers to achieving outcomes for children, a consideration of opportunities, and the need to sustain programme gains and results, constitute further criteria to determine UNICEF’s engagement.

As evidence plays a critical role in justifying the need for an intervention and prioritising action, reference should be made to relevant documentation, including the *Situation Analysis of Children and Women*, relevant sector analyses, the most recent Bottleneck and Barrier analyses associated with the sector, and other relevant studies and evaluations.

3. **Theory of Change for Programme Components** (3 – 4 pages)

The core of a Strategy Note is a *Theory of Change* (ToC). The ToC presents a logical and realistic multi-year vision and pathway of *how* UNICEF believes each of the outcome results in the CPD will

\(^2\) Programme areas refer to the structuring of key interventions as relevant to the achievement of outcomes. For instance, immunization and health systems may be programme areas within a broader Health Outcome and Programme Component; early learning and education in emergencies are possible programme areas within an Education Programme. *PIDB coding* reflects some of these programme areas and used in VISION.
be effectively achieved during the programme cycle, and establishes a basis for further advances beyond the horizon of the programme cycle.

The ToC articulates the hypothesis of how Outputs will lead to Outcomes and then to Impact, and the assumptions of expected external conditions (actions of government and of other development partners during the programme cycle, economic conditions, etc.) which may affect the achievement of the defined results.

It is important that programming principles, including equity considerations, human rights, gender equality and environmental sustainability are effectively considered as ToCs are developed. Theories of change apply programming principles to the formulation of strategies that will address bottlenecks and barriers to create enabling environments and improve the supply, demand and quality of services for children, especially for the most disadvantaged. Using the MoRES determinant categories, where a programme component comprises a targeted gender priority, or where it seeks to address social norms perpetuating discrimination of girls as a barrier to achieving sectoral outcomes or impact, the hypotheses must consider the strategies that are most likely to address such unequal treatment and facilitate the empowerment of girls and women.

Although each ToC is to be context or situation-specific, it is informed by the Theories of Change for the UNICEF Strategic Plan. Within a Programme Component, particular programme areas may warrant the development of their own ToCs, due to the specific nature of an Outcome or Output and the need to consider and elaborate detailed strategies for their achievement. For instance, while an overall ToC should be developed for a Child Survival programme component; a dedicated ToC for a nutrition Outcome, or more specifically one to address stunting, may be warranted due to its unique set of issues and a need to establish agreement with stakeholders on a vision for how such an outcome will be achieved.

For Country Offices where risks related to disasters, climate change, conflict, epidemics or other shocks are high, the hypotheses must anticipate how Outputs and strategies to achieve the intended Outcomes can prevent or reduce risks. This will warrant a reflection on actions to respond to emergencies, when these occur, given their potential to erode development gains. In countries with protracted humanitarian situations, particularly for Outputs that provide a basis for responding in line with the Core Commitments for Children in Humanitarian Action, hypotheses must anticipate flexibility, allowing different approaches within the same country contexts, while building connections between humanitarian response and longer term development strategies.

A Theory of Change is supported by an articulation of the mix of UNICEF implementation strategies that the programme will apply to effectively contribute to the achievement of each Outcome. In this regard, due consideration should be given to the core strategies of capacity development, communication for development, evidence generation, policy dialogue and advocacy, knowledge management and exchange, partnerships, south-south and triangular cooperation, identification and promotion of innovation, integration and cross-sectoral linkages, and service delivery.

The choice of strategies is based on knowledge of the national context and evidence of what works, UNICEF’s comparative advantage, considerations of sustainability, and available UNICEF human and financial resources. Key among the implementation strategies is Partnerships, as—by definition—Outcome results are not achieved by UNICEF alone. The Strategy Note will describe
UNICEF’s vision for effective programme partnerships. Programme strategies must be risk-informed, and consider the potential for disasters, conflict or humanitarian crisis in development operations. Similarly, in the context of humanitarian action, strategies must build-in longer-term sustainability and the resilience of populations to further shocks.

An effective ToC not only needs to be technically sound, but also requires the views and buy-in of programme partners and key stakeholders. Creating an effective theory of change is done through a combination of: 1) Appropriate information—knowledge of issues, effective solutions, and how change happens in the country context as well as effective risk analysis. Gaps in information will serve as a basis for research that will in future allow evidence-based refinements to theories of change; and 2) Sound process—engagement of government and other development partners.

The ToC narrative should be complemented by a one-page, easily understood, graphic (see annexed example).

4. Results Structure (Outputs and Outcomes, and the Associated Indicators) (1 page)

Strategy Notes will contain a visual representation of the Output results to be achieved by the Programme Component and the higher-level Outcome results that UNICEF’s efforts will contribute to in order to achieve results defined in the CPD (see annexed example). Developing the results structure presents an opportunity to demonstrate linkages with national results, UNDAF results, and any alignment with the UNICEF Strategic Plan.

In presenting the results structure, the Programme should refer to the UNICEF Procedure on Country Office Outcome and Output Results Structure (FRG/PROCEDURE/2015/003) which establishes a standardized framework for the presentation of the outcome and output results structure in country programme documentation.

Adequate development of results structures will facilitate their representation in work plans and the VISION planning outline. A coherent results structure will equally facilitate the application of Programme Information Data Base (PIDB) coding that enables a programme to structure and classify budgets and expenditures to UNICEF’s global results, programme areas, budgets, and expenditure structures. This will support multi-country and global data management and enables UNICEF to more accurately report on the allocation and use of resources to achieve specific programme results.

Results structures are developed according to standards outlined in the Programme Policy and Procedure Manual (PPPM) and the RBM training manual (under development). Accordingly, the identification of indicators (with baselines, targets, and means of verification) for each Output and Outcome, that will serve to monitor progress toward the achievement of each result, should adhere to established programming standards. This will facilitate the integration of programme indicators in the Results Assessment Module (RAM), as well as the identification of the studies and evaluations that will need to be reflected in the platform for the Prioritisation of Research and Impact Monitoring and Evaluation (PRIME).

A list of standard outcome and output indicators will be made available in early 2016, by programme area, in the RAM, from which countries can draw upon, to the extent possible, as they develop
UNICEF Guidance: Programme Strategy Notes

Strategy Notes and CPDs. Where a humanitarian response exists or is anticipated, programme results and indicators on humanitarian performance monitoring will need to be considered. Deliberate alignment with standard outcomes and indicators will strengthen the quality and application of results-based management approaches, by rationalising the choice and quantity of indicators contained in the RAM and facilitating the aggregation of UNICEF’s contribution to results across countries and globally.

5. Monitoring Outputs and Demonstrating UNICEF’s Contribution to Outcomes (1 page)

The Programme Strategy Note will describe how progress toward the achievement of Output results will be monitored and will clearly demonstrate contribution to the achievement of each Outcome result. The monitoring strategy will outline how data will be systematically collected and analysed as programme activities are undertaken, and indicate how adaptable, real-time monitoring approaches can be considered, alongside support to strengthening national systems. Even though emphasis will be placed on programme monitoring of outputs and outcomes, there should also be a vision of how these will support longer-term impact monitoring, notably in the types of surveys, surveillance systems or evaluations that the programme will support.

The monitoring strategy should set out data requirements, potential data sources or means of verification and how data will be obtained and monitored at the start of the programme (baseline), and at various intervals during programme implementation to keep track of the status of Output results and their contribution to Outcomes. The monitoring strategy will highlight progress in dismantling bottlenecks and barriers and how the changes that ensue will be captured. The feedback mechanisms established to support decision-taking and adjustments, as needed will also be outlined.

In contexts where humanitarian situations exist, monitoring strategies will include key elements of UNICEF humanitarian performance monitoring (HPM) approach according to existing guidance, which allows higher frequency monitoring with scaled up coverage, though focused on a prioritized narrower set of indicators and data collection methods. Where risks related to disasters, conflict and other severe shocks are high, particularly where sudden events could both increase demands on and disrupt national monitoring systems, the monitoring strategies should entail building up flexible monitoring approaches consistent with the core elements of HPM, which can be adapted as needed.

In all contexts, monitoring data should be disaggregated wherever possible, and analysed to effectively track and report on the reach of programme actions and the achievement of results for the most disadvantaged children and women.

6. Resource Requirements (1/2 page)

Strategy Notes support thinking through the resources (technical, financial, time) needed to achieve Output results and effectively contribute to Outcomes and Impacts. Strategy Notes consider the programme funding (RR and OR/OR) required to apply the identified programme strategies to achieve the Output results (and contribute to the Outcome results).

Formulating resource requirements for programmes will take into account past experience and estimated costs of inputs, including staff time, cash assistance, supplies and equipment, technical
assistance from individuals and institutions, and partnership agreements, necessary to support achievement of Outputs and Outcomes. These will also include salaries and costs of programme managers and technical assistance staff and consultancies, contributions to travel expenses and vehicles, or any other expenses specific to the implementation of the programme. Please refer to the Budget Policy, Supplement 8 to gain understanding of Results-Based Budgeting principles.

Strategy Notes describe the approaches to be applied for establishing OR funding targets, including clarifying Outputs that draw on ORE. Consideration of resource requirements for programme components will inform the development of the country office’s fundraising strategy.

[Note: A UNICEF costing methodology will be developed in 2016 to support a more structured determination of costs. In the interim, budgeting of technical and financial resource needs should be undertaken using the best information available.]

7. **External Risks and Planned Responses** (1/2 page)

Strategy Notes present important external risks identified by UNICEF which could significantly impede the achievement of each Outcome result and describe the broad profile of how programme strategies and possibly the Outcome results will be modified, if identified risks actually materialized. [Risks to Output results and risks internal to UNICEF will be identified and addressed through annual/rolling work plans.] The identification and formulation of risks could draw from UNICEF’s ERM categories. Strategy Notes consider risks specific to the programme component, as those that cut across the entire country programme, will be more comprehensively covered in the country programme management plan (CPMP).
### Annex 1: Quality Assurance Checklist for Country and Regional Offices’ Review of Programme Strategy Notes

<table>
<thead>
<tr>
<th>Elements to Review</th>
<th>Yes</th>
<th>No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Up-to-date evidence on equity gaps, risks and bottleneck and barrier analyses shape the focus and results to be addressed by the Programme Component.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Alignment to national sector plans and strategies is clearly demonstrated. UNICEF’s contribution to meeting national sector priorities and strategies is well articulated.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The Theory of Change narrative demonstrates UNICEF’s contribution to Outcomes, outlining the actions the programme will take to ensure that outputs effectively lead to outcomes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Gender differences, inequalities or discrimination have been considered in the theory of change. Where relevant, specific actions that the programme will take to address such gender-related barriers are outlined.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. MoRES determinants of supply, demand, quality and the enabling environment for services have been considered in identifying solutions to address noted bottlenecks and barriers.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Outputs and Outcomes are logically sequenced. The if-then logic holds between activities, outputs and outcomes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. An understanding of context, including assumptions and risks, influences the choice and scope of strategies to address bottlenecks and to achieve identified results.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. There is an understanding of resource availability, and the contribution of other partners, working to achieve outcomes that UNICEF contributes to, and supporting the if-then logic between outputs and outcomes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Standard indicators in the RAM have been considered, as relevant.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Quality and number of selected indicators per outcome (1:3-4) is acceptable. Baselines and targets identified, or mention made on how these will be completed. Means of verification are identified.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. There is realistic alignment between results, strategies and available resources, including funding and other resources likely to be mobilised.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Consideration is given to how national monitoring systems will be strengthened and supplemented with real-time monitoring approaches to capture changes to target population groups.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Gaps in information are noted to serve as a basis for research and evidence gathering to allow refinements to theories of change.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. There is evidence that the Programme Strategy Note was developed in consultation with the most relevant development actors in the sector.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Overall Comments:**

---

| Programme Strategy Note, 8 December 2015 |  |  |  |
VISION for Change
All children are protected from violence, abuse and exploitation. The most vulnerable of them receive special attention. A child protection system exists that functions adequately at national, subnational and community levels that assures this protection.

National and Provincial Child Protection Agencies systematically identify and follow-up on child protection violations, particularly cases of child marriage, child labour, and violence in schools.

Enabling working conditions within the Ministry of Social Affairs and child protection executive agencies, particularly at the local level keep child protection agencies functioning

Duty-bearers increasingly apply appropriate forms of discipline and are able to protect children from violence, exploitation, and abuse.

Teachers and other duty-bearers are willing and able to apply knowledge gained about child protection.

An effective accountability mechanism provides oversight of Child Protection Agencies.

A functioning office of the Ombudsperson for Children monitors the functioning of child protection agencies

Teachers, other duty-bearers are able to protect children from violence, exploitation, and abuse.

Parents and other caregivers are able to hold teachers accountable for use of appropriate disciplinary methods

A social protection scheme provides the most disadvantaged families in the targeted rural areas with adequate financial support so they are able to delay child marriage, send children (including adolescent girls) to secondary school and prevent child labour.

Teachers, school management and support staff use appropriate disciplinary methods

Parenting education programmes for vulnerable families in the targeted rural areas will increase knowledge and raise awareness on child protection issues and support positive attitudinal and behaviour change.

A functioning office of the Ombudsperson for Children monitors the functioning of child protection agencies

Linkages with other programmes and sectors to ensure a holistic approach to child protection

Communication for Development interventions to modify social norms around child rights will increase knowledge and raise awareness on child protection issues and support positive attitudinal and behaviour change.

The identification and application of innovative targeting methods contributes to reaching the most vulnerable families

Risk

Relevant Ministries are willing and able to collaborate in support of strengthening the social protection scheme for the most vulnerable families.

Natural disasters may overwhelm national capacities to deal with child protection

The identification and application of innovative targeting methods contributes to reaching the most vulnerable families

Broad ranging partnerships, with national and international institutions enable policy formulation and implementation of assistance to families of the most vulnerable, and at risk children.

Partnerships with the Ministry of Education, Ministry of Health and NGOs support and sustain social protection schemes

Advocacy and dialogue with key partners maintains focus on the child protection agenda and ensures that all partners are doing their part to support a functioning system

Protection Agency staff, particularly in the rural provinces, are able to identify child protection violations and use appropriate established referral mechanisms for the delivery of services and follow-up

Effective case management system at decentralized level and strengthened capacity of service providers across sectors enables identification of children at risk and those who have experienced child protection violations and ensure they receive appropriate services.

Government officials adequately plan and budget for child protection interventions

Outputs

Implementation Strategies

Assumptions

Volatile funding environment & bureaucratic processes may adversely impact programme implementation
**National Development Plan:** The most disadvantaged and vulnerable children are protected from all forms of human rights abuse using an integrated child protection system.

**UNDAF:** Children, young people and women are better protected from violence, abuse, exploitation and neglect and have access to an expanded range of protection services by 2020.

**OUTCOME:** By 2020, a functional child protection system at national and subnational levels delivers quality child protection services, especially for the most vulnerable.

**Annex 3: Example – Results Structure for a fictional Child Protection Programme**

- **Output 1:** By 2020, National and Provincial Child Protection Agencies systematically identify and follow-up on child protection violations, particularly cases of child marriage, child labour, violence in schools.
  - Activities
  - Activities

- **Output 2:** By 2020, an effective supervisory mechanism for accountability and oversight of Child Protection Agencies has been established.
  - Activities
  - Activities

- **Output 3:** By 2020, duty-bearers increasingly apply appropriate forms of discipline and are able to protect children from violence, exploitation, and abuse.
  - Activities
  - Activities

- **Output 4:** By 2020, a Social Protection system provides the most disadvantaged families in the targeted rural areas with adequate financial support so they are able to delay child marriage, send children to secondary school and prevent child labour.
  - Activities
  - Activities

**INPUTS:** staff, financial resources (RR/OR/ORE), equipment (computers, registers, phones/IPads), good practice examples, materials, consultants/technical assistance, vehicles
## Annex 4: Linkages with Existing Programming Instruments

<table>
<thead>
<tr>
<th>Document</th>
<th>Linkages to Strategy Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Country Programme Document (CPD)</strong></td>
<td>Expands description and analysis of how results will be achieved.</td>
</tr>
<tr>
<td><strong>Country Programme Action Plan – where in use (CPAP)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Enterprise Risk Management Risk Register (ERM)</strong></td>
<td>Basis for the identification of external risks to record in the ERM register.</td>
</tr>
<tr>
<td><strong>Country Programme Management Plan (CPMP)</strong></td>
<td>Expands description and analysis of cross-sectoral resource requirements and programme management.</td>
</tr>
<tr>
<td><strong>Work Plans (Annual, Rolling, Multi-Year)</strong></td>
<td>Core multi-year reference for the development of output-based work plans to enable application of strategies and consistency of vision.</td>
</tr>
<tr>
<td><strong>inSight/Results Assessment Module (RAM)</strong></td>
<td>Defines the indicators (including technical definition, baseline, target, means of verification) to be entered in RAM.</td>
</tr>
<tr>
<td><strong>Platform for Prioritisation of Research and Impact Monitoring and Evaluation (PRIME)</strong></td>
<td>Strategy Notes inform the development of monitoring and evaluation plans and the studies and evaluations to be conducted in the programme cycle.</td>
</tr>
<tr>
<td><strong>Gender Programmatic Review Tool</strong></td>
<td>Provides the methodology and the tools to conduct the review in order to identify areas for strengthening gender priorities</td>
</tr>
<tr>
<td><strong>Global Communication and Public Advocacy Strategy</strong></td>
<td>Enables consideration of the global communication and public advocacy strategy, providing specific objectives, key strategies and a set of KPIs for global and local initiatives.</td>
</tr>
</tbody>
</table>

## Annex 5: Sample Cover Note for the Development and Review of Programme Strategy Notes

<table>
<thead>
<tr>
<th>Title of Programme Strategy Note</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Business Owner</td>
<td></td>
</tr>
<tr>
<td>Responsible Manager</td>
<td></td>
</tr>
<tr>
<td>Date of submission</td>
<td></td>
</tr>
<tr>
<td>Partners engagement</td>
<td></td>
</tr>
<tr>
<td>Date of review</td>
<td></td>
</tr>
<tr>
<td>Reviewed by</td>
<td></td>
</tr>
<tr>
<td>Reviewers Feedback</td>
<td></td>
</tr>
<tr>
<td>Dates of subsequent revision</td>
<td></td>
</tr>
</tbody>
</table>