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United Nations Children's Fund

Draft UNICEF Strategic Plan, 2018-2021, revised version (based on feedback from the Annual Session of the Executive Board June 2017)

Summary

Seventy years after UNICEF was established, the organization's mission to protect all children and promote the full attainment of their rights is as urgent as ever.

The draft UNICEF Strategic Plan, 2018-2021 is anchored in the Convention on the Rights of the Child, and charts a course towards attainment of the Sustainable Development Goals and the realization of a future in which every child has a fair chance in life. It sets out measurable results for children, especially the most disadvantaged, including in humanitarian situations, and defines the change strategies and enablers that support their achievement.

Working together with Governments, United Nations partners, the private sector, civil society and with full participation of children, UNICEF remains steadfast in its commitment to realize the rights of all children, everywhere. UNICEF continues to strengthen partnerships to alleviate suffering, and reduce vulnerabilities and risks faced by children in humanitarian situations in line with the Agenda for Humanity, and to achieve the vision of the 2030 Agenda for Sustainable Development, a world where no child is left behind.

Context of working with the other United Nations entities

This section will cover the Common Chapter, which is being reworked by Funds & Programmes on the basis of feedback received at respective Executive Board meetings. The Common Chapter will be included in the updated draft Strategic Plan that will be presented for approval at the Second Regular Session of the Executive Board.

I.

Overview

A. Context of global opportunities and challenges

1. The world has made considerable progress towards realizing the rights of children in recent years. The number of children who die before their fifth birthday declined from 12.7 million in 1990 to 5.9 million in 2015. The primary school net enrolment rate in low- and middle-income countries reached 91 per cent in 2015, up from 83 per cent a decade and a half earlier, and gender parity in primary education continues to improve. These are but a few examples of the many advances made for children.

2. While much has been achieved, many of the world's **most disadvantaged girls and boys** have not benefited from this progress. Compared to children in the highest income group, the poorest children are nearly twice as likely to die before the age of 5, twice as likely to be stunted, and five times more likely to be out of school. 32 million girls are still out of school as compared to 29 million boys, and adolescent girls are still more likely to be illiterate than adolescent boys.

3. The Strategic Plan will be implemented at **a time of immense challenges**. Conflict and civil strife, natural disasters and climate change, global epidemics, compounded by other major and often linked trends such as rapid urbanization and mass population movements, all threaten the prospects of leaving no child behind. Changes in the global economic and political landscape are also shaping the contexts in which children live. Rapid demographic shifts and the growing youth bulge in Africa and parts of Asia will require the scaling up of essential services for children and equal opportunity for adolescent girls and boys.

4. **Humanitarian response** will potentially continue to be a growing feature of UNICEF's work. A key determinant of children's well-being today is whether they live in fragile, conflict-affected, or disaster-prone contexts. These children are twice as likely to die before the age of 5, to be out of school, or to lack access to safe water. Girls in particular are likely to be deprived of educational opportunities, experience sexual violence and be subject to increased risk of harmful practices such as child marriage. About 300 million children live in slums, and approximately 28 million children have been uprooted by violence and conflict.

5. Despite these challenges, numerous **opportunities** exist to accelerate progress for children. Agenda 2030 provides a basis for shared responsibility for children; it is also highly ambitious and puts children at the core of the global agenda. In addition to governments, the private sector is playing an increasingly active role in development. Social media is empowering citizens to exercise their voices, and civil society is helping expand opportunities for children.

6. Against this background, considerable evidence exists about what works to deliver results for children, and what must change in order to accelerate progress. UNICEF and its partners have learned that implementing a rights based approach helps accelerate progress especially for the most deprived girls and boys.

7. The Strategic Plan therefore reflects the principles of the 2030 Agenda, including the key **human rights principles** of universality and accountability, and the pledge to *leave no one and no child behind* and to *reach the farthest behind first*.

B. Building on the lessons from the previous Strategic Plan

8. Key lessons have emerged over the period of the previous Strategic Plan, 2014-2017.¹

9. There is a clear need to accelerate the **strengthening of national systems** and continue to focus this on assisting the most disadvantaged girls and boys. Increased investment in **disaggregated data** is of critical importance in the **monitoring of inequality** and discrimination prohibited by international law.

10. Evaluations have highlighted the importance of community engagement for demand creation and social mobilization. Communication-for-development initiatives have proven vital in addressing the demand-related barriers to the fulfilment of child rights.

11. The **participation of children** and their families is critical for strengthening accountability in governance, and to ensure that the **best interest of the child remains central**, including accountability to affected populations, including ‘those on the move’ by international and national humanitarian actors in response to crises. UNICEF should intensify support for initiatives that facilitate the provision of feedback by children and communities on actions taken by Governments and partners.

12. In light of the scale, frequency and complexity of humanitarian crises, **risk-informed programming and systems strengthening** have become vital for prevention, response and early recovery. Emergency preparedness and enhancing the resilience of communities and service delivery systems should continue to be core to the work of UNICEF in all country contexts as a key means of strengthening the **humanitarian-development nexus**.

13. Experience across all regions confirms the importance of **integrated approaches** that address the **underlying causes of child rights violations**. In protecting girls and boys from violence, exploitation and harmful practices, for example, a key lesson is the importance of effective referral pathways between the child protection system and the social protection, education and health systems.

14. The 2016 QCPR emphasizes the use of such integrated approaches as well as the importance of promoting gender equality and empowerment of all women and girls as key to sustainable development. UNICEF recognizes that investing in girls and women and promoting their access to economic, political, and social resources and realization of rights alongside men and boys is essential for advancing the rights and well-being of all children. In order to help realize the **multiplier effects of gender equality**, UNICEF will continue to build on the progress made in strengthening gender-responsive programming and systems.

15. UNICEF will continue to strengthen its partnerships with Governments and within the **United Nations development system**, with a view to accelerating implementation of the 2030 Agenda. UNICEF will also continue to build upon its strong and diverse country programmes, network of National Committees, and growing partnerships with the private sector and civil society to accelerate the realization of the rights of all children.

¹ The lessons learned are summarized in this paper. See the “Midterm review of the Strategic Plan, 2014-2017: Lessons learned”, for additional details.

C. Guiding principles of the Strategic Plan

16. The Strategic Plan is grounded in the **Convention on the Rights of the Child**, which provides the foundation for everything UNICEF does. It is also guided by other international human rights treaties and instruments, including the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities. UNICEF works with partners to **respect, protect and promote human rights** standards and principles, and fundamental freedoms for all girls and boys, without distinction of any kind whatsoever.

17. The Strategic Plan focuses on **operationalizing the call to leave no child behind** by emphasizing accelerated action for the most marginalized children, including in humanitarian crises. Through sustained advocacy in all contexts, use of disaggregated data and a renewed focus on at scale service delivery and systems strengthening, UNICEF will work with others to make sure no child is left behind.

18. UNICEF will also strengthen the **integration of gender equality** across all the organization's work, in line with Gender Action Plan (GAP) 2018-2021. Gender equitable child outcomes are a catalyst for a more equitable world not only today, but also for future generations. The Strategic Plan includes both the integration of gender in programme results as well as in institutional systems and processes, with each reinforcing the other.

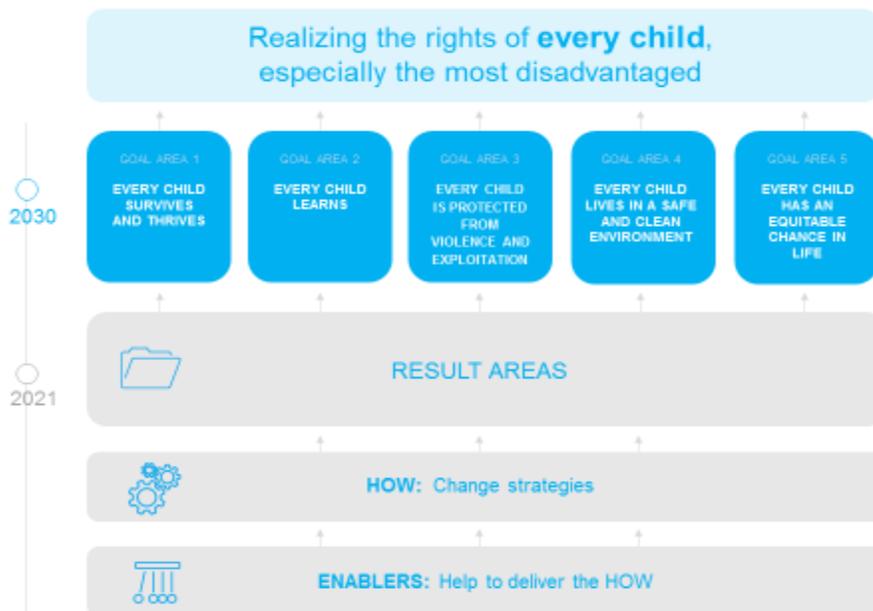
19. With universality as a defining feature, and with its strong anchor in international human rights, the Strategic Plan focuses on elements of the **2030 Agenda** that bear special relevance for children, namely Sustainable Development Goals 1 to 6, and 16. In addition, UNICEF will work with partners to address the **key drivers of inequality**, urbanization, climate change, discriminatory practices and the widespread lack of human security, which undermine the realization of the rights of all children. The Strategic Plan also responds to the outcomes of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Paris Agreement under the United Nations Framework Convention on Climate Change; and the Sendai Framework for Disaster Risk Reduction 2015-2030.

20. The Strategic Plan results framework reflects the **collaborative advantages of UNICEF and other United Nations entities** to pool expertise and reduce duplication in the achievement of results for children. It is also based on **UNICEF's mandate and comparative advantages** in relation to United Nations entities and other partners and in support of the 2030 Agenda. These relate to normative work undertaken by UNICEF on child rights, service delivery, capacity development and systems strengthening with the goal of leaving no child behind; maintaining the capacity to scale up humanitarian action while contributing towards more resilient and responsive national and local systems; leveraging resources and partnerships; collecting and analysing data disaggregated by sex, geography, disability and other grounds of discrimination prohibited by international law, and several other areas of work that are elaborated in the change strategies of the Strategic Plan.

II. Key elements of the Strategic Plan

The Strategic Plan describes the **results** to be achieved by UNICEF and key partners by 2021 in the context of the 2030 Agenda (the **WHAT**). It also describes the groups of children who will be reached in diverse contexts (the **WHO**); the **change strategies** necessary for the achievement of results (the **HOW**); and the **internal factors** that support the change strategies and the achievement of results (the **ENABLERS**). See the figure below.

Key elements of the Strategic Plan, 2018-2021



Envisaged impact

21. Overall, the Strategic Plan seeks to contribute to the realization of the rights of all children, especially the most disadvantaged. This envisaged impact will be achieved through five Goal Areas: (a) Every child survives and thrives; (b) Every child learns; (c) Every child is protected from violence and exploitation; (d) Every child lives in a safe and clean environment; and (e) Every child has an equitable chance in life.

22. These Goal Areas are underpinned by the cross-cutting priorities of **gender equality** and **humanitarian action**. In addition, the Strategic Plan promotes synergies across multiple Goal Areas to address early childhood development, adolescent development, and children with disabilities.

23. The five Goal Areas focus on children in all contexts, including humanitarian situations. Humanitarian response will continue to be a key, and potentially growing, feature for UNICEF's work. In development contexts, resilience building and emergency preparedness are also key to achieving impact.

24. The Goal Areas are interlinked, reflecting the integrated nature of the 2030 Agenda. Progress under each Goal Area requires, and contributes to, progress under the others. For example, gender equality in learning and skills development, especially for girls at the secondary level, is key to reducing child marriage and adolescent pregnancy.

25. The Goal Areas of the Strategic Plan represent the outcomes for children resulting from the combined effort of all partners, including UNICEF. UNICEF **accountability for results** in the Strategic Plan is represented through outputs and corresponding indicators. These have been identified on the basis of UNICEF's mandate and comparative advantage in the 2030 Agenda in relation to United Nations partners.

26. The results framework of the Strategic Plan incorporates the impact, outcome and output indicators necessary for monitoring progress.

27. In addition to the Goal Areas, the Strategic Plan includes a learning agenda on some of the key emerging issues facing girls and boys. Adolescent suicide, mental health, road safety and child safety online are examples of areas where UNICEF will work with partners to learn more about what brings results for girls and boys and develop appropriate and scalable models for response.

A. Goal Areas

28. **Goal Area 1** aims to ensure that every child survives and thrives. It supports the achievement of Sustainable Development Goals 2, 3 and 5 in both humanitarian and development contexts; and supports articles 6 and 24 of the Convention on the Rights of the Child.

29. More than 40 per cent of children under five are at risk of not reaching their physical, cognitive, psychological and/or social and emotional potential due to poverty or poor health and nutrition including poor care and nurturing practices. The underlying causes include weak delivery systems, unsafe environments and protracted humanitarian crises.

30. Infectious diseases such as pneumonia, diarrhoea and malaria remain the leading causes of death among children under five, with neonatal mortality accounting for a growing proportion of deaths among this age group. Disasters, conflict and epidemics exacerbate this situation due to disruption of access to functioning of essential health services, and increased exposure to health risks for affected populations.

31. Malnutrition is an underlying factor in approximately half of under-five deaths globally, resulting in about 3 million preventable child deaths each year. Malnutrition hinders a child's development, often with lifelong consequences. Currently an estimated 4 million children with severe acute malnutrition are living in countries affected by humanitarian crises.

32. Poor maternal health and care continue to undermine the well-being and rights of women and adolescent girls while also undermining children's chances at surviving and thriving.

33. The HIV epidemic continues to have a disproportionate impact on children. Children under five living with HIV face the highest risk of AIDS-related death. AIDS also remains a leading cause of death among adolescents, with strong gender dimensions. New HIV infections among adolescents – two thirds of which are among girls – are projected to rise from 250,000 in 2015 to nearly 400,000 annually by 2030 if progress in reaching adolescents is not sustained.

34. In this context, UNICEF, working with United Nations entities and other partners, will contribute to the Sustainable Development Goal targets on **maternal, neonatal and under-five mortality; HIV and AIDS; and stunting and other forms of malnutrition**, while promoting **early childhood development and gender responsive adolescent health and nutrition**.

35. UNICEF will support Governments to identify and address bottlenecks to the availability and use of quality health, nutrition, HIV, and early childhood services. Actions will include systems strengthening, especially at the subnational and community level to address key illnesses, including diarrhoea, pneumonia, malaria and tuberculosis; enhancing the quality of care; strengthening communications for development; improving procurement

and distribution systems and influencing markets; improving gender analysis; and better coordination with the delivery of water and sanitation services (Goal Area 4) and social protection (Goal Area 5). UNICEF will also support the research and development of vaccines and medicines for childhood diseases. No child should be left behind – UNICEF will work ambitiously towards the realization of **Universal Health Coverage for all children**.

36. UNICEF will also work with partners to strengthen **preparedness for public health emergencies**.

37. In **humanitarian response**, UNICEF will support scaled up nutrition assessments and surveillance, management of severe acute malnutrition and infant and young child feeding support; as well as scaled up life-saving interventions through population- and community-based services. UNICEF will also support scaled up efforts that **integrate GBV prevention and risk mitigation in nutrition and health programmes**. UNICEF will support and advocate with partners for measures in line with international humanitarian law to ensure that children and their families are not denied access to food and essential healthcare services, and to prevent the destruction or damage of critical civilian infrastructure such as hospitals.

38. **Goal Area 2** aims to ensure that every child learns. Education is a right enshrined in articles 28 and 29 of the Convention on the Rights of the Child. Educating girls is particularly transformative: evidence shows schooling for girls, especially at the secondary level opens lifelong opportunities for them and that a mother's educational attainment is a strong contributing factor in reducing child mortality, among other benefits. Mounting evidence also points to the strong role of equitable quality education in building peaceful, inclusive societies. Goal Area 2 therefore supports the achievement of multiple Sustainable Development Goals, in particular Goal 4 and Goal 5, in both humanitarian and development contexts.

39. Globally, more than half of preschool-aged children, 61 million primary-school-aged children and 60 million lower-secondary-school-aged adolescents and 142 million upper secondary school-aged adolescents lack access to learning opportunities. This includes children living in fragile and conflict-affected contexts, who account for more than half of out-of-school children.

40. Despite progress, **girls are still more likely to be out of school than boys**. Moreover, girls are 2.5 times more likely to be out of school than boys in countries affected by conflict. Progress towards education for all is limited in part due to the exclusion of the **poorest and other vulnerable groups**, including **children with disabilities** and **children from minority groups**.

41. By itself, however, access to education is not enough to guarantee that a child learns. Globally, an estimated 250 million children in primary school are not **learning** the basics of reading and mathematics. There are also large learning gaps within and between countries. Weak education system capacity and protracted crises are common underlying causes among countries that have been unable to meet children's learning needs.

42. Working with partners, UNICEF will emphasize **strengthening education systems** to ensure that schooling translates into learning outcomes, especially for the most marginalized children, and that systems are backed by resources to respond to the **risk of disaster, conflict and other shocks**. UNICEF will seek to increase opportunities for the most marginalized

boys and girls, from early learning to upper secondary, including supporting the provision of non-formal and **accelerated learning for those children already left behind**.

43. UNICEF will also focus on improving systems that develop the **skills** of girls and boys throughout childhood, including adolescents, to promote equitable learning, personal empowerment, active citizenship, nonviolence, gender equality and employability, both in and out of schools. No child should be left behind. More needs to be done for girls, in particular to improve safety and eliminate sexual and gender based violence and abuse.

44. In humanitarian crisis, UNICEF will work to ensure continued access to learning programmes for crisis-affected children. In addition to supporting the provision of safe and secure learning environments, physical and virtual, UNICEF will support life skills development for children and youth, including psychosocial support. UNICEF will also advocate and engage with relevant partners for measures in line with international humanitarian law to ensure the protection of children and education personnel as well as prevent the destruction or damage of schools and health facilities.

45. **Goal Area 3** seeks to ensure that every girl and boy is protected from violence, exploitation and harmful practicesⁱ, in both humanitarian and development contexts. This includes all forms of violence, including gender-based violence, sexual exploitation and abuse, regardless of wealth, location, disability, language or minority status. The duty to protect children from violence and exploitation is enshrined in numerous articles of the Convention on the Rights of the Child, including articles 19, and 34 to 38. Goal Area 3 supports the achievement of multiple **Sustainable Development Goals**, in particular Goal 16, 8 and 5.ⁱⁱ

46. In emergencies, additional child protection interventions are necessary to address heightened vulnerabilities due to the protection risks that humanitarian crises exacerbate, and new protection risks that emerge, in particular for children displaced, children who are unaccompanied, separated or orphaned, children and women that are at risk of/or directly affected by gender-based violence, those that are living in areas affected by armed conflict, children with disabilities and children from minority groups.

47. Global estimates point to hundreds of millions of girls and boys experiencing some form of violence, exploitation, or harmful practice. One in 10 girls under the age of 20 has experienced forced intercourse, rape, or other sexual acts. Boys are also at risk of sexual violence. Almost 750 million girls and women were married as children, and at least 200 million girls and women have undergone female genital mutilation/cutting. Hundreds of thousands of refugee and migrant children are at grave risk of violence, exploitation and abuse, including trafficking and smuggling. In addition, at least 2.7 million children, many of them children with disabilities, live in residential care.

48. Gender-based violence (GBV) is one of the most pervasive violations of human rights across the world. Conflict situations, disasters and displacement can intensify various forms of GBV that girls and women live with even in times of peace and stability. Limited availability of services or formal systems of protection and justice, and separation of families and communities, increase risks of violence and diminish possibilities for treatment, healing and recovery. The increasing scale of humanitarian crises has called upon UNICEF to continue to step up its response to GBV in emergencies (GBViE).

49. Working with other United Nations entities and partners, UNICEF will seek to protect children from violence and exploitation, focusing on **reducing violence, eliminating**

harmful practices against girls, reducing exploitation and enhancing children's access to justice.

50. UNICEF will focus on the specific protection needs of girls and boys and their best interest, and on strengthening the protective environment through critical investments in national systems, community dialogue and behaviour change. In particular, UNICEF will support Governments to strengthen and expand their social services infrastructure, and will work with communities to increase their capacity to protect children. UNICEF will also increase its focus on reducing sexual exploitation of girls, as well as case management systems for supporting survivors.

51. To contribute to the realization of the rights of all children, including victims, witnesses and perpetrators seeking to access justice, and/or participating in criminal, civil and administrative justice processes and to ensure that children participating in these processes are treated in accordance with international standards, and building on the **principle of the State accountability**, UNICEF will support the strengthening of the capacity of justice and administrative bodies as well as of the civil registration systems. UNICEF will also advocate for **policy and legislative changes**, and will support **capacity development of national human rights institutions** to facilitate access to child-friendly remedies.

52. In humanitarian situations, UNICEF will support community-based approaches to psychosocial support to girls boys, and women experiencing gender based violence, including by providing safe spaces. UNICEF will also work to **prevent family separation** and support **reunification** for unaccompanied and separated children, and will strive to **prevent child recruitment** and support the release and reintegration of girls and boys associated with armed forces and groups, and will continue support to **prevention and survivor assistance to children affected by landmines and explosive arms**. It will seek **gender responsive protection for children exposed to grave violations** in situations of armed conflict, and scale up support services to survivors. UNICEF approaches to RBM integrate analysis of risks to children and women related to disaster, conflict, climate change and other shocks and strengthen integration of development and humanitarian programming. Streamlining of business processes with other UN entities will continue.

53. UNICEF will support the monitoring of child rights violations, and will link these with timely and appropriate responses. UNICEF will advocate with all parties in a conflict to comply with international humanitarian and human rights standards.

54. **Goal Area 4** prioritizes a safe and clean environment for children, a right enshrined in article 24 of the Convention on the Rights of the Child. This Goal Area contributes to Sustainable Development Goals 6, 11, 13 and 16.

55. Millions of children around the world are affected by conflict and fragility, climate change, natural hazards, or unsafe water, inadequate sanitation and air pollution. A safe and clean environment for children is more important than ever.

56. Access to **safe water, improved sanitation** and proper **hygiene** is vital to the well-being of girls and boys. It contributes to good health and nutrition (Goal Area 1), quality learning (Goal Area 2), and dignity, especially for women and girls and households.

57. Recent decades have seen significant advances in expanding access to improved water and sanitation. But the "unfinished business" remains sizeable: an estimated 2.4 billion people still lack access to improved sanitation and 663 million people lack access to improved drinking water sources. Half billion women and girls do not have access to adequate menstrual hygiene management. In humanitarian situations, access to safe water and

sanitation is often interrupted and eroded, including as a strategy of war or a consequence of hostilities.

58. The environment for children living in cities, especially **urban slums**, also has a major impact on their well-being. Today, more than half of the world's children live in cities. It is imperative that city planning is responsive to the rights of women, girls and boys.

59. Some 28 per cent of the world's children live in fragile and conflict-affected contexts, a figure projected to increase to one third by 2030. Climate change and natural disasters also pose grave risks to children and their caregivers, most of whom are women: more than half a billion children live in areas with an extremely high flood risk, and nearly 160 million children live in high, or extremely high, drought severity zones.

60. To address the challenges related to water, sanitation and hygiene (WASH), UNICEF will continue to work with partners to strengthen national systems, with particular attention to gender considerations. UNICEF will also support initiatives for **WASH in schools and health centres**, taking into account the **specific needs of women, girls and children living with disabilities**. UNICEF will support efforts to scale-up programmes and services that can improve **menstrual hygiene management** for adolescent girls. Complementary efforts will focus on community platforms to address **behavioural and social barriers** to WASH.

61. In humanitarian situations, UNICEF will provide life-saving access to safe water and will support gender responsive sanitation and hygiene. UNICEF will also support and advocate with partners for measures in line with international humanitarian law to ensure that children and their families are not denied access to essential water and sanitation services and to prevent their destruction or damage.

62. UNICEF will support municipalities to extend essential services to the **poorest urban communities**; work with local authorities to make city planning child-responsive; and strengthen the evidence base on children in cities.

63. Through risk-informed programming, UNICEF will support countries to develop or strengthen policies and programmes related to **climate change, disaster risk reduction and peacebuilding** so they are responsive to the needs of women and children, and will strengthen humanitarian-development integration by supporting systems to better prepare for, respond to and recover from shocks and stresses.

64. **Goal Area 5** underpins other Goal Areas by addressing some of the **key dimensions of inequality** that prevent children from realizing their rights. It supports the achievement of several Sustainable Development Goals, in particular Goals 1 and 10; and supports numerous articles such as 2, 23, 26 and 30 of the Convention on the Rights of the Child.

65. Much of the deprivation experienced by the most disadvantaged children is as a result of **living in poverty**, their being **girls or young women, children with disabilities**, or children from certain **ethnic or linguistic groups**.

66. Poverty has lifelong consequences for children. Children are two times more likely than adults to be living in poverty, and a child living in poverty is also more likely to grow into an adult living in poverty. Gender inequality perpetuates poverty.

67. UNICEF will support Governments to routinely **measure and report on multidimensional child poverty**, and will also support the adoption of **national plans and budgets** to address child poverty. UNICEF will continue working to expand **cash transfers**, especially to mothers, for the benefit of the most disadvantaged children, and to strengthen

national social protection systems, including **preparedness for scaled up response** in the event of humanitarian crisis.

68. Working with other United Nations entities and partners, UNICEF's key priorities for Goal Area 5 include addressing **inequitable roles and practices among girls and boys**, enhancing **support for children with disabilities**, reducing **multidimensional child poverty**, strengthening **social protection** for children and promoting **adolescent empowerment**.

69. To promote gender equality, UNICEF will seek to address discriminatory policies as well as the **socialization processes** and narratives that define gendered roles and practices, supporting girls and boys from early childhood through adolescence to adopt and shape more equitable gender norms and behaviours. Initiatives will include **parenting** and early childhood programmes, community engagement, **adolescent participation** and engagement; **gender-responsive training for frontline workers**, including as part of preparedness for humanitarian response; and support for legal and policy change.

70. Children with disabilities are among the most marginalized of all children. They are less likely to attend school, access medical services, or have their voices heard. In humanitarian situations, children with disabilities are less able to get safety, face increased risk of violence, and are often excluded from receiving humanitarian assistance.

71. UNICEF will continue supporting countries in addressing the many barriers that impede results for girls and boys with disabilities, with the aim of providing **inclusive services**. Furthermore, UNICEF will continue to invest in the generation and use of **data on children with disabilities**.

72. **Adolescence** is a crucial developmental period that profoundly influences the life trajectories of girls and boys in dramatically different ways. Too often the specific needs of adolescents are not prioritized, yet they have the potential to become powerful agents of positive change.

73. To promote their empowerment, UNICEF will support national policies and service **delivery systems** that are **responsive to the needs of adolescent girls and boys**. It will promote platforms for the **systematic participation of adolescents in decisions** that impact their lives and communities, and will support programmes that nurture them as informed social actors and enhance their **civic engagement**.

74. In humanitarian crises, UNICEF will support cash transfer programmes, to help families meet their immediate needs, enable them to access goods and services in a dignified manner, and to strengthen national social protection systems. UNICEF will also focus on addressing exclusion in humanitarian response, through support to gender-responsive front-line response, providing a combination of mainstream services that are disability inclusive as well as targeted interventions for children with disabilities and their families. Support will be provided to strengthen data on programme performance, community engagement and accountability mechanisms.

II. Cross-cutting priorities

Humanitarian action

75. Principled humanitarian action and delivery against the Core Commitments for Children in Humanitarian Action are core parts of UNICEF's mandate and a cross-cutting priority of the Strategic Plan. Protecting children in humanitarian crises while addressing their needs and vulnerabilities is essential to preserving progress towards the 2030 Agenda; it is also more effective where it builds upon longer term programming to contribute towards more resilient and responsive national and subnational systems.

76. UNICEF will strengthen the basis for humanitarian action through enhanced risk-informed programming, including investments in key preparedness actions, national and subnational risk assessment, and advocating for risk reduction strategies in development plans, and sector policies to support social cohesion and peacebuilding. Risk-informed programming will also include system strengthening, including support to national coordination, strategies and capacities for rapid-scale up of life-saving and protection services in humanitarian crisis and engaging local first responders. Support will continue for community engagement, communication for development and platforms for adolescent participation.

77. UNICEF will also work with other United Nations entities and with partners to support more agile data collection methods and systems and joint analysis appropriate to fragile and humanitarian situations.

78. The focus will be on delivery of faster, more effective and at-scale humanitarian response in line with the Core Commitments for Children in Humanitarian Action, including adaptations for effective response in health emergencies, mass population displacements and protracted crises. This will include a renewed emphasis on increasing the reach and quality of humanitarian assistance, recognizing the profoundly different and gendered impact crises have on women and men, girls and boys, and ensuring the centrality of protection, with particular attention to grave violations against children in situations of armed conflict. Humanitarian response will also include community engagement and accountability to affected people and communities. UNICEF response will engage and support wherever possible national and local first responders, and will support and align to coordinated needs assessment and Inter-Agency multi-year humanitarian response strategies and planning towards collective outcomes. UNICEF business processes will support more coherent results-based management across development and humanitarian programming and greater transparency and application of IATI standards to humanitarian reporting as well as harmonized and streamlined processes with implementing partners.

79. An illustrative summary of Strategic Plan humanitarian targets will be annexed to the Results Framework.

Gender equality

80. UNICEF's mandate recognizes the intimate link between the welfare and rights of women and that of children—a tremendous evidence base shows that children's survival, protection and opportunity is most often predicated on women's survival, protection and opportunity.

81. Important progress has been achieved in promoting gender equality worldwide, yet much remains to be done. In many countries, girls continue to be less valued than boys and have fewer opportunities to survive and thrive.

82. Fragile, conflict-affected and disaster-prone contexts may further exacerbate gender inequality and the disproportionate burden and responsibilities women face in supporting and protecting children. They also, however, serve as opportunities for fostering resilience and shifting resource and power balances so that women and girls can play a more equitable role in rebuilding their societies.

83. Building on the Gender Action Plan, 2014-2017, as well as system-wide efforts to promote gender equality, gender results are integrated into each of the five Goal Areas of the Strategic Plan. These results include quality maternal care; menstrual hygiene management; women's and girls' nutrition; equitable learning and skills for girls and boys; reducing child marriage; and transforming gender discriminatory roles and practices. In addition to gender-equitable outcomes, there is a strong emphasis on addressing some of the barriers to the empowerment of adolescent girls. Engaging men and boys as a part of the change is critical to create lasting improvements for women and girls.

84. In the change strategies and Enablers, there is a focus on building gender analysis, strengthening data collection notably disaggregated and utilization, building capacity, expertise, and learning, forging strong partnerships, achieving gender parity in staffing, and effectively using resources. Gender equality results and strategies are further elaborated in the Gender Action Plan 2018-2021.

Partnerships

85. In addition to collaborative work with UNDP, UNFPA and UN-Women as presented in the Common Chapter of respective Strategic Plans, UNICEF will rely on strong partnerships with other members of the United Nations family to achieve results for children. Key partners are listed against each Goal Area in the Results Framework of the Strategic Plan.

86. UNICEF will continue to strengthen partnerships with Governments. Collaboration with civil society partners will remain essential, including continued engagement with non-governmental organizations, global foundations and academic institutions. Strategic and operational partnerships will be solidified with international financial institutions, including the World Bank and the regional development banks. UNICEF will also expand its collaboration with the business community to leverage their core assets on behalf of children.

87. In addition, UNICEF will work with others to strengthen sector-specific partnerships. Examples of these are also listed in the Results Framework of the Strategic Plan.

88. In humanitarian situations, UNICEF will continue to invest in its role as cluster lead agency in nutrition, WASH and education, as well as its leadership role in child protection and will continue to host the secretariat for the Communication and Community Engagement Initiative. UNICEF will also continue to strengthen partnerships with national and first responders as well as support their engagement in cluster coordination mechanisms.

III. Change strategies

89. This Strategic Plan outlines the change strategies (the HOW) for the achievement of results under the five Goal Areas. With human rights standards and principles at the core of

its activities, UNICEF delivers change by combining high-quality programmes at scale, harnessing innovation and collecting evidence, in partnership with Governments, other United Nations partners, civil society, the private sector, communities and children. It uses these to leverage wider change nationally and globally through advocacy, communications and campaigning. UNICEF also builds public support around the world to volunteer, advocate and mobilize resources for the cause of children, and works with partners to achieve an even greater impact. The key change strategies UNICEF will focus on during 2018-2021 include:

90. **Programming for at-scale results for children.** UNICEF will foster **cross-sectoral** and **multisectoral programming** that provides a holistic and rights-based response to children and to the environment in which they live. UNICEF will support policy, **capacity development** and **systems strengthening** at national and subnational levels to improve the delivery of essential services to the most disadvantaged children, including coordination and rapid scale up of life-saving and protection services in humanitarian crises. UNICEF will also focus on scaling up programming to support **behaviour change and community engagement**. UNICEF will enhance its analysis of risks related to disaster, conflict, climate change and other shocks, and corresponding risk-informed programming with partners. These complementary approaches will support the integration of **humanitarian and development programming**. Promoting cooperation, sharing lessons learned and fostering innovation and partnerships through **South-South and triangular cooperation** will also be emphasized.

91. UNICEF will strengthen **gender-responsive programming** (including gender analysis, data and evidence) in all contexts.

92. **Winning support for the cause of children from decision makers and the wider public.** UNICEF will become an even stronger advocacy, campaigning, fundraising and communications force for children, working with others to build alliances and movements for change. Through this public engagement, the organization will make progress towards the goal of recruiting 100 million supporters to the cause of children, to volunteer, advocate and give. This strategy also includes strengthening the UNICEF brand, and supporting young people and children as agents of change.

93. **Developing and leveraging resources and partnerships for children.** UNICEF will advocate for domestic financing and budgeting for children's programmes. UNICEF will also have a strong focus on mobilizing resources from Governments and the private sector – including individuals, foundations and corporations – to maximize longer-term, flexible and predictable funds in support of UNICEF programmes and advocacy for children, including for preparedness and humanitarian action. The rationale for increased focus on resource mobilization is a reflection of the ambition of the 2030 agenda, growing demand from host governments to collaborate on interventions at scale that can deliver the transformative change envisioned in the SDGs, and the need to respond to the continued frequency and complexity of humanitarian crises.

94. There has been strong growth in revenue over 2014-2017 period with actual revenue 21% above the MTR planned amount. A detailed analysis of global public and private sector resource mobilization trends has identified areas for additional growth, particularly through an increase in the recruitment and retention of monthly pledge donors and enhanced focus on Legacy, Corporate and Foundation fundraising opportunities. This will be underpinned by UNICEF's ability to demonstrate results and value for money. Total 2018-2021 income is projected to be \$22.8 billion, out of which \$6.3 billion will be RR and \$16.5 billion will be OR. RR is planned to increase at the fastest pace between 2018 and 2021 driven mainly by

increases from the private sector. Resources will be directed to the areas of greatest need, making sure that no child is left behind. The Integrated Resource Plan and Integrated Results and Resources Framework of the Strategic Plan are presented in Tables 1 and 2 below.

95. **Harnessing the power of business and markets for children.** UNICEF will continue to leverage the power of private sector partners to improve the lives of children around the world, harnessing their core business and innovation, and advocating for them to uphold child rights. UNICEF will continue to influence global and local markets for children, including pursuing a research and development pipeline of vaccines, medicines and technologies for the achievement of the Sustainable Development Goal targets. This will require attention to reducing market barriers that inhibit access to essential supplies for children.

96. **United Nations working together.** In alignment with the 2016 QCPR, UNICEF will work with other United Nations entities to strengthen system coherence and to introduce more integrated approaches with a view to achieving better results for children and the 2030 Agenda. Efforts will focus on: promoting UNDAFs that are more strategic, anchored in human rights standards and principle, aligned with national priorities, and based on common needs assessments; enhancing the quality and depth of engagement in country-level results groups; leading or co-leading groups within relevant areas of strategic focus and comparative advantage; and implementing the Standard Operating Procedures for Delivering as One. UNICEF will also collaborate with United Nations development system partners to develop system-wide actions for cross-cutting issues such as the reduction of poverty and inequality; gender equality and empowerment of women and girls; coherence and connection between humanitarian and development programming; climate change; and disaggregated data for sustainable development. Common indicators will help track actions by the four entities in support of these five areas. Where appropriate, shared results will also be pursued at the country level through UNDAFs or related instruments including Humanitarian Response Plans. UNICEF will continue its support to humanitarian country teams to deliver collective results as humanitarian Cluster Lead Agency for nutrition, WASH, co-lead for Education and for the Child Protection Area of Responsibility as well as through support with other partners to the Communication and Community Engagement Initiative.

97. **Fostering innovation for children.** This will include a renewed emphasis on the use of technologies to better engage communities and enhance social accountability, including as a support to accountability to affected people in humanitarian action. This change strategy will also involve identifying the most promising innovations for application in different contexts while supporting partners to adopt, adapt and scale up the most successful approaches.

98. **Harnessing the power of evidence as a driver of change for children.** Evaluations, research and data are key elements of sound programming, advocacy and leveraging partnerships for children. Identifying the most marginalized groups are a prerequisite for leaving no child behind. There will be a strong focus on research, policy analysis and evaluation of what works for children, and an emphasis on the collection, analysis, and utilization of data, including in fragile situations and humanitarian crises.

IV. Operational effectiveness and efficiency

99. The Strategic Plan sets out a variety of measures to improve the internal effectiveness and efficiency of UNICEF (the ENABLERS). Enablers support the delivery of results and change strategies and are composed of four interconnected elements: (a) internal governance,

as UNICEF continues its transformation into a more transparent and accountable organization; (b) management, focused on results, efficiency, effectiveness and collaboration; (c) people, including a workforce that is versatile, diverse, empowered and mobile across different contexts and sectors; and (d) knowledge and information systems that contribute to programmatic results or organizational efficiency and effectiveness.

100. Internal governance in support of the **universal mandate of UNICEF**. UNICEF's **business model** is to partner with the public and private sectors, United Nations entities and citizens to support the fulfilment of the rights of children everywhere, especially the most-disadvantaged, including in humanitarian situations. UNICEF will continue to be guided by the Executive Board on the most appropriate type of engagement in a given context. UNICEF will continue to **invest the majority of its resources in the least developed countries** while **pursuing work in other contexts in support of national priorities** and in accordance with the Convention on the Rights of the Child. In high-income countries, UNICEF will be guided by Executive Board decision 2016/11 on the most appropriate type of engagement.

101. UNICEF will **manage emerging risks** to programmes and operations through an **updated enterprise risk management (ERM)** framework that allows managers to use a single, comprehensive methodology. The updated ERM policy will support well-managed risk-taking and mitigating strategies.

102. Risk will also be managed by being even **more transparent**. UNICEF will build on its current solid ranking in the Aid Transparency Index by providing more frequent data on results and resources, including application of IATI standards to humanitarian reporting.

103. Furthermore, UNICEF will introduce an **anti-fraud strategy** articulating measures to strengthen deterrence, prevention and detection of fraud, including risks related to implementing partners and contractors. It will also identify a pathway for remedial action and recovery of losses.

104. Further efforts will be made to mainstream **value-for-money** considerations in decisions related to programmes and management.

105. **Oversight functions** will receive increased attention. **Internal audit** will continue to provide assurance on the adequacy and effectiveness of the system of internal controls and its recommendations will strengthen the organization's risk management. **Evaluation** will continue to support the organization's work across all areas. The Evaluation Policy will be revised following an external peer review in 2017, focusing on improving the quality and use of evaluations, especially at the country level. UNICEF will continue to move towards the target of a minimum of 1 per cent of programme expenditures for evaluations.

106. UNICEF is committed to making its **offices accessible and inclusive for all**, and is also working to improve the **eco-efficiency of its operations**, including in humanitarian settings. This will result in lower operational costs and a lighter environmental footprint.

107. Building on previous work, UNICEF will increase staff training on **RBM**, and will strengthen **results-based budgeting** through the adoption of a new budget formulation tool.

108. UNICEF will continue to strengthen its **Global Shared Services Centre** for the delivery of efficient services. Through vertical integration and economies of scale, UNICEF will achieve cost savings and further reduce processing time, thus increasing staff time available for programme oversight.

109. With other United Nations entities, UNICEF will pursue **horizontal integration through a Business Operations Strategy** that aims to simplify and harmonize business processes and consolidate administrative support services. Particular emphasis will be placed on enhanced quality of services, collaborative procurement and common premises.

110. Flexible approaches to the deployment of staff will be pursued. A **versatile and mobile staff**, supported by advances in information and communications technology (ICT), will expand the reach and power of UNICEF actions. This will include adopting non-traditional operating modalities, such as assigning staff to work remotely, or in regional hubs. These will also further enhance gender equality in the workplace.

111. UNICEF supports its **staff** at all levels through processes and systems aimed at:

- (a) ensuring the right people are in the right place at the right time;
- (b) providing clarity on what is expected of staff, and ensuring they are equipped to deliver on those expectations;
- (c) fostering a culture of continuous learning as well as professional and personal growth; and
- (d) maintaining staff motivation and engagement, and an environment that allows everyone to contribute to their full potential.

112. Given the need for increasingly flexible options for deployment, staff must be able to meet new challenges wherever they occur, with a wide **range of technical capabilities, core skills and knowledge**.

113. UNICEF will continue to evaluate the **performance** of each individual, the organization will also increasingly focus on assessing and recognizing office-level contributions to results.

114. In line with the QCPR, UNICEF will continue its efforts to achieve **gender and geographic balance in appointments at all levels**, with due regard to female candidates and nationals from programme countries. UNICEF will also enhance its overall capacity, expertise, and **learning on mainstreaming gender equality**.

115. Knowledge and information systems. As UNICEF strengthens its position as a **knowledge leader and advocate for children**, it will require continued investment in knowledge-sharing and information management. This includes building digital engagement and fundraising platforms and leveraging social media to catalyse millions of volunteers for the cause of children.

116. To facilitate **knowledge transfer and exchange**, UNICEF will provide staff with the tools needed to support interactions and active collaboration with other United Nations System staff, partners and others, and will work to improve knowledge resources.

117. Governance of ICT will continue to be strengthened. New digital platforms, data sources and analytics, integrated with existing systems, will reduce inefficiencies and duplication and will manage various types of data for knowledge exchange. An overarching goal will be to provide **connectivity and access to information and systems to all staff**, regardless of their location or specific role.

118. In so doing, it will be critical to adhere to **transparency principles and to deliver open source solutions** to the greatest extent possible. This will entail increasing awareness around information and cybersecurity, and ensuring a solid enterprise architecture of core information systems that can harbour safe data for UNICEF as well as its partners and

beneficiaries, while ensuring institutional resilience and business continuity, and adhering to 'green' thinking. The UNICEF **response in emergencies** will also expand from providing core telecommunications and Internet access to including crisis information management and use of geospatial technologies.

V. Risk management

119. In a changing world, an effective risk management framework that identifies and mitigates risk, while being firmly oriented towards enabling the organization to deliver, is critical. UNICEF has identified several risks that have the potential to limit the full roll out of the Strategic Plan. These include: siloed funding arrangements; insufficient resources to implement the 2030 Agenda; unpredictable humanitarian crises and their lasting effects on children; inadequate implementation and monitoring capacity, particularly in sudden and complex emergencies; a varying focus on results for children among United Nations partners working together; inadequate simplified systems and procedures for United Nations partners working together; rapidly evolving technological requirements; and challenges related to results-based budgeting in a decentralized organization.

120. The change strategies and enablers discussed above are explicitly designed to help to mitigate these risks, in particular through their emphasis on flexibility and agility – in systems, human resources, funding and management arrangements – and on partnerships and new technologies.

121. Flexible funding will help to overcome silos and allow UNICEF to leverage and commit resources where they are most needed. New resource partnerships, particularly through harnessing the power of business and markets, will be key in this regard, and will also help to mitigate the risk of insufficient resource mobilization. Limited capacity among some partners to monitor results can be overcome with continued investment in systems to gather, analyse and use evidence. Stronger community engagement enabled by innovative technologies will promote accountability for performance. A mobile, versatile workforce, enabled by agile deployment arrangements, will strengthen implementation capacity where it is most needed, including in sudden-onset emergencies, and flexibility in business operations will increase interoperability with key United Nations partners.

122. Robust ICT systems will be essential to achieving this flexibility, and to keeping pace with the risks and opportunities posed by rapidly evolving technology. They will also be vital for strong performance management systems that ensure resources are properly aligned to results. The integrated results and resources framework and new budget formulation tool will also be key, as will the planned guidance on value for money. A detailed discussion of the risks and mitigating strategies is described in a separate paper on the theory of change for the Strategic Plan, which will be presented to the Executive Board for information at its 2017 second regular session.

VI. Monitoring and evaluation

123. The results framework will outline impact- and outcome-level indicators of the Strategic Plan, largely derived from the Sustainable Development Goals. Baselines, annual milestones and end-of-cycle targets for output indicators will help to track the UNICEF contribution to the Goals. Monitoring information from all levels of the organization will be made available to the public through the UNICEF Transparency Portal <<http://open.unicef.org>>. The annual report of the Executive Director to the Executive Board

will continue to serve as the vehicle for reporting on progress towards the Strategic Plan targets. The mid-term review of the Strategic Plan will provide opportunities for reflection and adjustment on the basis of lessons learned.

124. For purposes of monitoring the Strategic Plan, UNICEF will continue to strengthen its data and information systems, including expanding use of the organizational performance monitoring system (inSight) and the effective tracking of gender equality and humanitarian results. Improved knowledge-sharing platforms will facilitate the exchange of good practices across the organization and with United Nations partners and others. Internal guidance and the recently developed RBM learning package will facilitate translation of the Strategic Plan and Gender Action Plan into sector strategies and country programmes. Introduction of the budget formulation tool will reinforce results-based budgeting principles by facilitating a bottom-up estimation of resource requirements. All of these systems are designed to strengthen the coherence and complementarity of development and humanitarian programmes.

125. UNICEF will also focus on enhancing the capacity of key systems at the country level, including information management and accountability systems, to provide more timely and better quality information for decision makers. In line with the QCPR, UNICEF will enhance evaluation capacity at country level and support the articulation of gender results through the UNCT scorecard. On the basis of broad consultations, UNICEF will design and implement a new plan for independent corporate evaluations, addressing key elements of the Strategic Plan, and will give increased attention to the sharing and uptake of evaluation evidence.

VII. Conclusion

126. The world is changing faster than ever before, and so too are the threats, challenges and opportunities facing its children. Yet children's rights remain the same – immutable, indivisible, interrelated and universal. To meet these challenges and achieve the Sustainable Development Goals, , and using the CRC and other human rights standards and principles as guiding tools, UNICEF and its many partners must be sufficiently nimble and adaptable to respond to these changing dynamics while remaining steadfast in its core mandate to promote the fulfilment of children's rights. The Goal Areas, change strategies and enablers outlined in this Strategic Plan position UNICEF to meet this challenge and to deliver lasting results for children, bringing the organization closer to realizing the vision of the 2030 Agenda, a world where no child is left behind.

Annex: Table 1 — Integrated resource plan, 2018-2021

	Approved 2014-2017 (E/ICEF/2016/AB/L.2/Rev.1)							2018-2021						
	Regular resources		Other Resources		Total resources		Trust Funds	Regular resources		Other Resources		Total resources		Trust Funds
			Prog	Cost Recovery						Prog	Cost Recovery			
	\$m	%	\$m	\$m	\$m	%	\$m	\$m	%	\$m	\$m	\$m	%	\$m
1. Resources available														
Opening balance	575.3		1,853.1	-	2,428.4		586.0	562.3		1,235.9	-	1,798.2		727.0
Income														
Contributions	4,697.7		13,685.7	-	18,383.4		-	5,801.9		16,512.5	-	22,314.4		-
Other income and reimbursements	402.5		-	-	402.5		-	500.0		-	-	500.0		-
Total Income	5,100.2		13,685.7	-	18,785.9		-	6,301.9		16,512.5	-	22,814.4		-
Tax reimbursement adjustment	(76.6)		-	-	(76.6)		-	(80.0)		-	-	(80.0)		-
Trust fund receipts							7,577.0							7,148.0
Total available	5,598.9		15,538.8	-	21,137.7		8,163.0	6,784.1		17,748.4	-	24,532.6		7,875.0
2. Use of resources														
A. Development														
A.1 Programmes	3,651.8	69.1%	13,429.1	-	17,080.9	86.0%	7,333.0	4,360.0	67.9%	15,917.3	-	20,277.3	84.6%	7,116.0
Country Programmes	3,471.8	65.7%	12,900.6	-	16,372.4	82.5%	-	4,140.0	64.5%	15,107.1	-	19,247.1	80.3%	-
Global Programme	180.0	3.4%	528.4	-	708.5	3.6%	-	220.0	3.4%	810.2	-	1,030.2	4.3%	-
A.2 Development Effectiveness	467.4	8.8%	100.1	-	567.5	2.9%	-	589.0	9.2%	133.0	-	722.0	3.0%	-
Subtotal Development	4,119.2	78.0%	13,529.2	-	17,648.4	88.9%	7,333.0	4,949.0	77.1%	16,050.3	-	20,999.3	87.6%	7,116.0
B. United Nations Development Coordination	20.3	0.4%	16.3	-	36.6	0.2%	-	23.3	0.4%	25.9	-	49.2	0.2%	-
C. Management	531.2	10.1%	-	904.2	1,435.4	7.2%	-	459.9	7.2%	6.4	1,138.0	1,604.3	6.7%	-
D. Special Purpose														
D.1 Capital investments	20.4	0.4%	-	34.6	55.0	0.3%	-	23.0	0.4%	-	57.0	80.0	0.3%	-
D.2 PFP, direct / investment costs	410.6	7.8%	86.0	-	496.6	2.5%	-	725.1	11.3%	273.0	-	998.2	4.2%	-
D.3 Other	182.5	3.5%	-	-	182.5	0.9%	-	240.0	3.7%	-	-	240.0	1.0%	-
Subtotal Special Purpose	613.4	11.6%	86.0	34.6	734.1	3.7%	-	988.1	15.4%	273.0	57.0	1,318.2	5.5%	-
Total Institutional Budget (A.2 + B + C + D.1)	1,039.3	19.7%	116.4	938.8	2,094.5	10.5%	-	1,095.2	17.1%	165.3	1,195.0	2,455.5	10.2%	-
Integrated Budget (A + B + C + D)	5,284.1	100.0%	13,631.5	938.8	19,854.4	100.0%	7,333.0	6,420.3	100.0%	16,355.7	1,195.0	23,971.0	100.0%	7,116.0
3. Closing balance of resources	314.7		968.5		1,283.3		830.0	363.8		197.8		561.6		759.0

Table 2 — Integrated results and resources framework, 2018-2021

	Goals	Functional Cluster	2018-2021			Total Resources \$m
			Regular Resources \$m	Other Resources		
				Programme \$m	Cost Recovery \$m	
Programmes			4,360.0	15,917.3	20,277.3	
Goal Area 1 - Every child survives and thrives			1,744.0	6,366.9	8,110.9	
Goal Area 2 - Every child learns			872.0	3,183.5	4,055.5	
Goal Area 3 - Every child is protected from violence and exploitation			523.2	1,910.1	2,433.3	
Goal Area 4 - Every child survives in a safe and clean environment			845.8	3,088.0	3,933.8	
Goal Area 5 - Every child has an equitable chance in life			375.0	1,368.9	1,743.8	
Organizational effectiveness and efficiency						
1	Higher quality programmes through results-based management		589.0	133.0	721.9	
	Technical Excellence In Policy And Programmes		500.2	124.2	624.3	
	Technical Excellence In Procurement And Management Of Supplies		53.5	8.8	62.3	
	Technical Excellence In Humanitarian Action		35.3		35.3	
2	Improved management of financial and human resources in pursuit of results		459.9	6.4	1,138.0	
	Leadership And Corporate Direction		10.7	1.9	26.5	
	Corporate Oversight And Assurance		13.8		34.1	
	Corporate Financial, Information, Communication & Technology And Administrative Management		70.4	.6	174.1	
	Staff And Premises Security		8.1		20.0	
	Corporate External Relations And Partnerships, Communication And Resource Mobilization		71.8		177.6	
	Corporate Human Resources Management		27.1	3.8	67.1	
	Field/Country Office Oversight, Management And Operations Support		258.1		638.6	
3	Coordination of the United Nations Development System		23.3	25.9	49.3	
	United Nations coherence and cluster coordination		23.3	25.9	49.3	
Special purpose			988.1	273.0	57.0	
	Special Purpose, Capital Investment		23.0		57.0	
	Private Sector Fundraising		725.1	273.0	998.2	
	Other, including procurement services		240.0		240.0	
Total Resources			6,420.3	16,355.6	1,195.0	
					23,970.9	

2. _____

ⁱ Violence, exploitation and harmful practices have a detrimental effect on a child's physical and mental health in the short and longer term; it affects a child's emotional, social, cognitive and physical development, impairs their ability to learn and socialize, and hampers their transition to adulthood, with adverse consequences later in life.

ⁱⁱ Tackling child marriage curtails personal freedoms and often leads to early pregnancy, which carries health risks for girls and their babies. Also, ending sexual violence against girls will lead to improvement in their maternal health and reduce risk of HIV infection.