Update road map to and outline of the UNICEF Strategic Plan, 2018-2021

23 January 2017
The Context

There has been considerable progress over the past few decades. For example:

Globally, child mortality has declined from 12.7 million per year to around 6 million since 1990.

The proportion of undernourished people has fallen by almost half since 1990.

Primary school net enrolment rates reached 91 per cent in 2015, up from 83 per cent in 2000.

Gender parity in primary education continues to improve.
However, many challenges remain, particularly for the most disadvantaged children. For example:

- **Rural children** are still more likely to be stunted than urban children.
- **Children from the poorest families** are two times as likely to die before the age of five.
- **Children in the poorest households** are 5 times more likely to be out of school.
- **Adolescent girls** are more likely to be illiterate than boys.
Global challenges ahead will affect our ability to address the remaining deprivations children face.

Fragile contexts are likely to increase. Displacement is becoming more common.

By 2030, almost half of the world’s poor will live in countries affected by fragility, conflict and violence.

Nearly 20 million refugees were registered in 2015, about half of them were children.

Climate change and environmental degradation will likely increase both the spread of disease, such as malaria and dengue, as well as the scale of natural disasters.

Globalization, urbanization and mass movement of people increase the risk of epidemics – as witnessed with Ebola and now Zika.
But there are also trends that we can turn into opportunities:

Technology and social media can enhance people’s ability to **exercise voice, demand accountability and leverage change** through campaigning and advocacy.

Role of the **private sector** and civil society in **creating opportunities** for financing, service delivery and policy change.

**Innovations in programming** are also enabling us **to get vital goods, services and medical equipment** to children in remote areas, and cost-effectively.
The path forward will not be an easy one

To meet the SDGs by 2030, progress over the next fifteen years will have to out-pace that of the MDG period. If improvements continue at rates observed for every child over the past 15 years, by 2030:

- **167 million** children will still live in extreme poverty
- **60 million** children of primary school age will be out of school
- Between now and 2030, **69 million** children under the age of five will die.

...but we can have a considerable impact, with a set of clear, focused goals.

...and by starting with the most deprived.

This forms the basis for UNICEF’s 2018-2021 Strategic Plan.
Purpose and Approach of the 2018-2021 Strategic Plan
Purpose of the Strategic Plan

To enhance the impact of UNICEF’s work for children by:

- Aligning the work of different parts of the organization around common goals and strategies
- Assisting the organization to make strategic choices
- Creating a communication vehicle internally and externally on what UNICEF aims to achieve for children
- Strengthening the organization’s accountability framework

The Strategic Plan will reflect UNICEF’s commitment to delivering results for all children in the context of the SDGs.
Overall **Lessons Learned** highlight the importance of…

- Intensifying community mobilization
- Strengthening partnerships with key actors in scaling up results
- Stronger private sector engagement
- Strengthening national service delivery systems
- Multi-sectoral planning and action
- Enhanced systems for humanitarian response and risk-informed programming
- Greater focus on reaching the most disadvantaged children in national plans
Guiding Principles And Design Considerations
The Strategic Plan will be **aligned** with...

- The Sustainable Development Goals (with a focus on Goals 1, 2, 3, 4, 5, 6 and 16.); and the call “leave no child behind”

- The rights-based agenda of the CRC, CEDAW and CRPD

- The QCPR
SP Design Considerations

What is different; what is reinforced?

- The Strategic Plan will include 2021 results in the context of 2030 goals
- Focus on UNICEF’s universal mandate in response to both the CRC and SDGs
- Addressing equity and sustainability – addressed through dedicated Goal Areas as well in a cross-cutting way
- Clear change strategies (HOW) and Enablers
- There will be an increased focus on adolescents
- Build on progress in addressing gender equality
- Provide clear indicators on humanitarian response and humanitarian-development integration in results framework
Key elements of the 2018-2021 Strategic Plan
Proposed Key Elements of the Strategic Plan

GOAL AREA 1
EVERY CHILD SURVIVES AND THRIVES

GOAL AREA 2
EVERY CHILD LEARNS

GOAL AREA 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION

GOAL AREA 4
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE

25 RESULT AREAS

WHO: The most disadvantaged children everywhere

HOW: change strategies

ENABLER: helps deliver the HOW
Summary proposal on the Result Areas

**GOAL AREA 1**
**EVERY CHILD SURVIVES AND THRIVES**
- nutritional status of children;
- maternal and newborn care;
- immunization;
- childhood illnesses;
- early childhood development;
- gender-responsive adolescent health and nutrition;
- HIV/AIDS.

**GOAL AREA 2**
**EVERY CHILD LEARNS**
- out-of-school girls and boys;
- learning outcomes;
- skills development of adolescents girls and boys.

**GOAL AREA 3**
**EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION**
- violence and harmful practices against girls and boys;
- access to justice;
- grave violations against girls and boys in humanitarian situations;
- birth registration*;
- rights of child migrants*.

**GOAL AREA 4**
**EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT**
- safe drinking water;
- basic sanitation;
- disaster risk reduction and social cohesion;
- child-responsive urban settings;
- protection of girls and boys from the impacts of environmental pollution and climate change.

**GOAL AREA 5**
**EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE**
- gender equality;
- integrated support for girls and boys with disabilities;
- adolescent empowerment;
- multidimensional child poverty; social protection.

**Cross-cutting priorities**
- Gender Equality
- Humanitarian Response

**WHO: The most disadvantaged children everywhere**

**HOW: change strategies**

**ENABlers: help deliver HOW + WHAT**

* May become indicators
Summary proposal on the HOW

25 RESULT AREAS

HOW: change strategies

1. Programming excellence for at-scale results for children:
   (Cross sectoral programming) (Systems strengthening and service delivery; Humanitarian and development integration; Gender-informed programming; Community dialogue and behaviour change; South-south and horizontal cooperation)

2. Winning support for the cause of children from decision makers and the wider public:
   (Advocacy, public engagement, communication and movements; Children as change agents)

3. Develop and leverage resources and partnerships for children:
   (Leveraging resources for children; Resource mobilization)

4. Harnessing the power of the business and markets for children:
   (Leveraging private sector/corporate partnerships; Market shaping)

5. UN working together
   (Strengthen system coherence)

6. Fostering innovations in programming and advocacy processes and practices
   (Promote the use of new technologies)

7. Intensifying the focus on evidence as a driver of change for children
   (Evaluations, research and data)
Summary proposal on the ENABLERS

GOAL AREA 1
EVERY CHILD SURVIVES AND THRIVES

GOAL AREA 2
EVERY CHILD LEARNS

GOAL AREA 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION

GOAL AREA 4
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE

25 RESULT AREAS

HOW: change strategies

ENABLERS: help deliver HOW + WHAT
1. Fit for purpose
2. People (human capacity)
3. Everyone everywhere connected
4. Enabling spaces for all
5. Enhancing safety and security of staff
I. Overview
- Context
- Lessons learned
- Priorities and opportunities; A vision for 2021 and beyond
- Guiding principles

II. Strategic Approach
- Goal areas
- Contributions to international agenda
- Result areas
- Cross-cutting priorities
- Change strategies
- Organizational effectiveness and efficiency
- Mitigating risks
- Effective results-based management
- Conclusion
- Draft decision

III. Annex
- Integrated resource plan 2018-2021
- Integrated results and resources framework 2018-2021

The Strategic Plan will be accompanied by a Results Framework that includes indicators, baselines and targets
### Proposed timelines for the SP and IB processes

<table>
<thead>
<tr>
<th>Date</th>
<th>Item</th>
<th>Type of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 Aug 2016</td>
<td>Road map to the Strategic Plan</td>
<td>Informal briefing / consultation</td>
</tr>
<tr>
<td>Second Regular Session - Sep 2016</td>
<td>Road map to the Strategic Plan</td>
<td>For information</td>
</tr>
<tr>
<td>Oct - Nov 2016</td>
<td>Development of Discussion Paper for consultation purposes only</td>
<td>Consultation purposes (not official Board paper)</td>
</tr>
<tr>
<td>Oct 2016 - Jan 2017</td>
<td>Consultation with the private sector, civil society, and within UNICEF</td>
<td>Consultation</td>
</tr>
<tr>
<td>14 Dec 2016</td>
<td>Updated road map</td>
<td>Informal briefing</td>
</tr>
<tr>
<td>23 Jan 2017</td>
<td>Updated road map and draft outline</td>
<td>Informal briefing</td>
</tr>
<tr>
<td>10 Feb 2017</td>
<td>Informal workshop on the Strategic Plan</td>
<td>Informal consultation / Workshop with Member States</td>
</tr>
<tr>
<td>Apr / May 2017</td>
<td>UNICEF Strategic Plan – draft for review</td>
<td>Informal briefing</td>
</tr>
<tr>
<td>Annual Session - Jun 2017</td>
<td>UNICEF Strategic Plan – draft for review</td>
<td>For information</td>
</tr>
<tr>
<td>Jul 2017</td>
<td>Review of draft Integrated Budget by ACABQ</td>
<td>For information</td>
</tr>
<tr>
<td>Jul 2017</td>
<td>UNICEF Strategic Plan – final version</td>
<td>Informal briefing</td>
</tr>
<tr>
<td>Second Regular Session - Sep 2017</td>
<td>UNICEF Strategic Plan, Integrated Budget and Gender Action Plan – final versions</td>
<td>For decision</td>
</tr>
</tbody>
</table>