

*“Investing in Children:  
the UNICEF Contribution to Poverty Reduction  
and the Millennium Summit Agenda”*

**Medium Term Strategic Plan  
2006-2009.. 2011.. 2013**

**11 January 2011**

**Orientation Session for Executive Board Members**

# The Medium Term Strategic Plan (1)

UNICEF work is guided by:

- cumulative decisions of our Executive Board over the years,
- UNICEF's Mission Statement,
- the Convention on the Rights of the Child,
- the Millennium Declaration and its Goals,
- the outcome of the UN General Assembly's Special Session on Children.
- These global policies, norms and goals are then carefully matched with the needs and priorities of developing countries.

# The Medium Term Strategic Plan (2):

- 4-year document: where are we going, how will we get there, and how do we know that we got there.
- Describes what we want to achieve, how we organize our resources taking into account opportunities and constraints in the external environment as well our internal strengths and weaknesses.
- Is developed in close consultation with the Executive Board, programme countries, National Committees, UN organizations, other stakeholders (foundations, civil society, young people,...)
- Is a living document, reviewed every two years.

# The Medium Term Strategic Plan (3)

- Current MTSP adopted in 2005, covering 2006-2009.
- The Mid-Term Review was held in 2008.
- September 2008: MTSP extended 2 years to 2011: (a) align it with UNDP and UNFPA's. (b) next Plan aligned with target date for the MDGs (2012-2015). Decision 2008/14.
- February 2009: Extended for two more years (2013), to comply with GA Res 63/232 and be in line with QCPR. Decision 2009/5.
- In-Depth review held in 2010. End of cycle review planned

# The Medium Term Strategic Plan (4)

For the years 2006 - 2009, we had proposed to organize UNICEF's work around:

5 key Focus Areas – each aimed at contributing to one or more of the Millennium goals and commitments. Each FA has well-defined Key Result Areas.

A number of cross-cutting strategies to guide the work of the organization.

An Integrated Monitoring and Evaluation Framework.

# Focus Areas: 2006-2009

- 1. Young Child Survival and Development**
- 2. Basic Education and Gender Equality**
- 3. HIV/AIDS and Children**
- 4. Child Protection : Preventing and responding to Violence, Exploitation & Abuse**
- 5. Policy Advocacy and Partnerships for Children's Rights**

## Young Child Survival & Development: 4 key result areas

UNICEF's work in support of **MDG 4** on reducing child mortality. But this focus area also encompasses several other MDGs, including:

- MDG 1** on reducing poverty and malnutrition;
- MDG 5** on reducing maternal mortality, which UNICEF will support through joint programming initiatives with UNFPA and WHO.
- MDG 6** on Prevention and Control of Malaria; and
- MDG 7** on the environment, through UNICEF support for safe water and sanitation;

## Basic Education and Gender Equality: 4 key result areas

will contribute to

**MDG 2** (achieving universal primary education)

**MDG 3** (gender equality, including parity in basic education).

This area also includes support to school readiness and early learning among pre-schoolers, and good parenting initiatives.

It also includes support for water, sanitation and hygiene in schools to create a child friendly and conducive environment for learning.



## HIV/AIDS and Children: 3 key result areas

### UNICEF's contribution to **MDG 6**

focused on the impact of HIV/AIDS on children and families, with emphasis on prevention.

UNICEF leads a global campaign on Children and AIDS in partnership with other organizations and activists in support of this Focus Area.

## Child Protection from violence, exploitation and abuse: 5 key result areas

constitutes UNICEF's response to the **Millennium Declaration Section VI**

on the protection of vulnerable groups in emergencies, and issues related to violations of human/child rights as a result of violence, abuse, exploitation and discrimination. This focus area also addresses the commitments contained in the World Fit for Children Plan of Action by helping create a protective environment around vulnerable children, especially the protection needs of children affected by conflict and humanitarian crisis.

# Policy Advocacy and Partnerships for Children's Rights: 4 key result areas

## UNICEF's contribution to **MDG 8**.

Aims to put children and the reduction of child poverty consistently at the centre of national and international socio-economic policy agendas and decision-making - through partnerships and policy-oriented advocacy based on evidence and analysis.

This FA will also contribute to Child Poverty Reduction and thereby to **MDG 1**. UNICEF actions in this area involve engagement with PRSPs, SWAps and national decision-making on budgets and legislation; and promoting sustained investment in and leveraging of resources for children, including through alliances with private sector and civil society partners.

# Cross-cutting strategies

1. Human rights based approach to cooperation and gender equality.
2. Results based management – plan and report by targets.
3. Generation and use of knowledge, including good practices and lessons learned.
4. Strengthen evaluation – national capacity building, within the UN system, in humanitarian crises and increased management attention to findings.
5. Partnerships for shared success: furthering UN reforms and work with civil society, leveraging resources and improved results for children.
6. The Core Commitments for Children in Emergencies are built into the Result Matrices of the MTSP.
7. Excellence in management and operations.

# Emerging Issues and Challenges:

1. increased emphasis on disaster risk reduction, effective humanitarian response and preparedness;
2. more effective use of communication for development to promote positive behavioural practices in support of child outcomes;
3. greater focus on children in poor, climate-insecure and under-served urban areas;
4. leveraging of new opportunities for adolescents and young people, including through information technology;
5. promoting and engaging in policy dialogue in support of national planning and monitoring, through evidence-based advocacy.

# The Way Forward

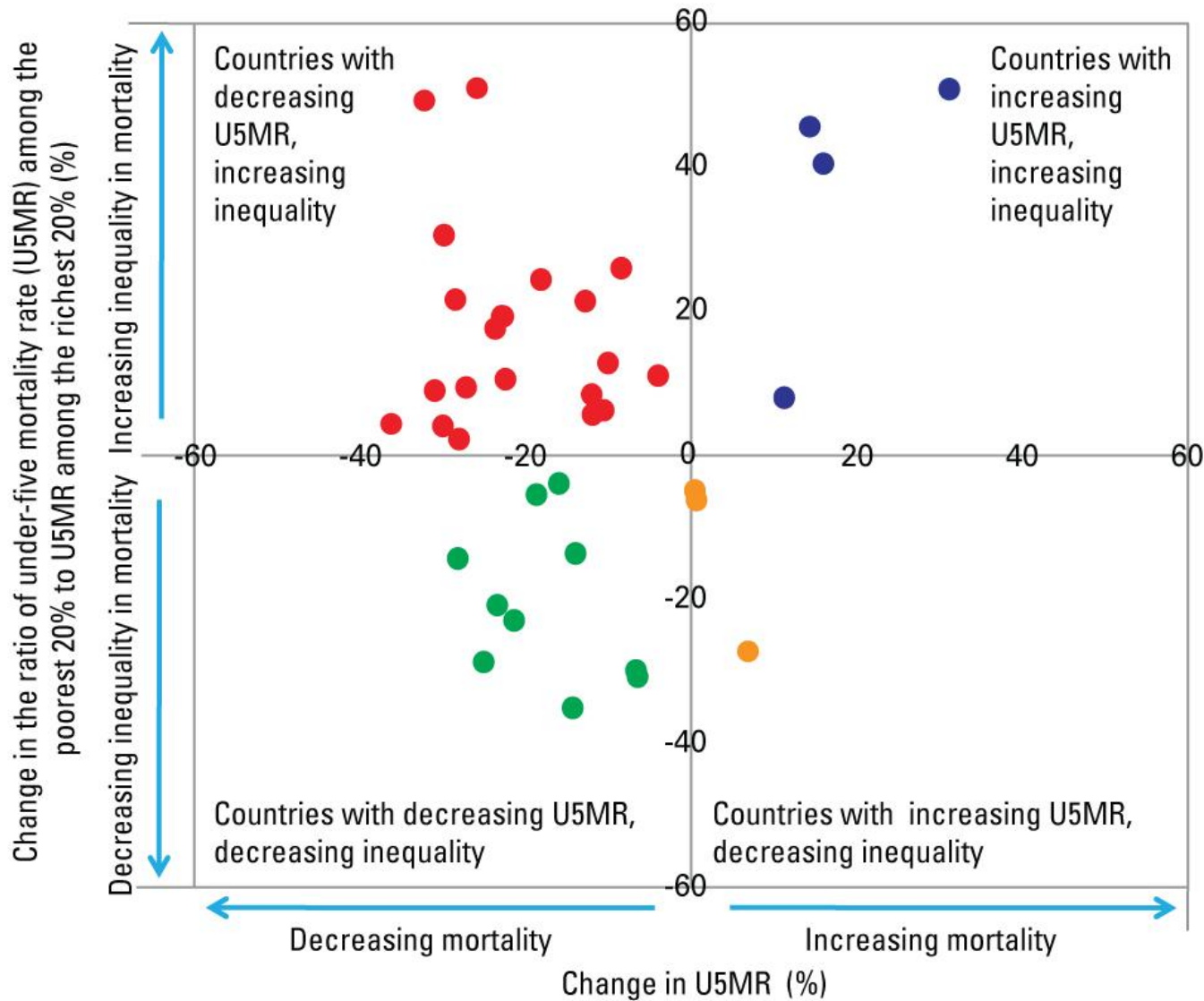
Major re-focus on the achievement of MDGs with equity and children's rights through the following modified approaches:

- emphasis on countries and areas with high burdens of child and maternal mortality, disease, malnutrition, children out of school and protection challenges;
- enhanced support to the appropriate mix of high impact interventions for each context;
- greater focus on lagging areas for the MDGs, especially maternal mortality, nutrition and sanitation;
- additional support to improving governance, including accountability systems and key capacities for the delivery of services for children.

# Key priorities

1. support to national and local capacity development.
2. promotion of gender-equal progress and outcomes.
3. building of effective partnerships for children and women.
4. Leveraging resources and knowledge for children.
5. Advocacy for increased attention to disparities in the situation of children and women, including by supporting the collection and analysis of disaggregated data, will continue to be emphasized.
6. Efforts will continue to make more effective use of evaluations and learning from experience, and through South-South exchanges.

# In many countries, a reduction of under-five mortality has been accompanied by increasing inequality

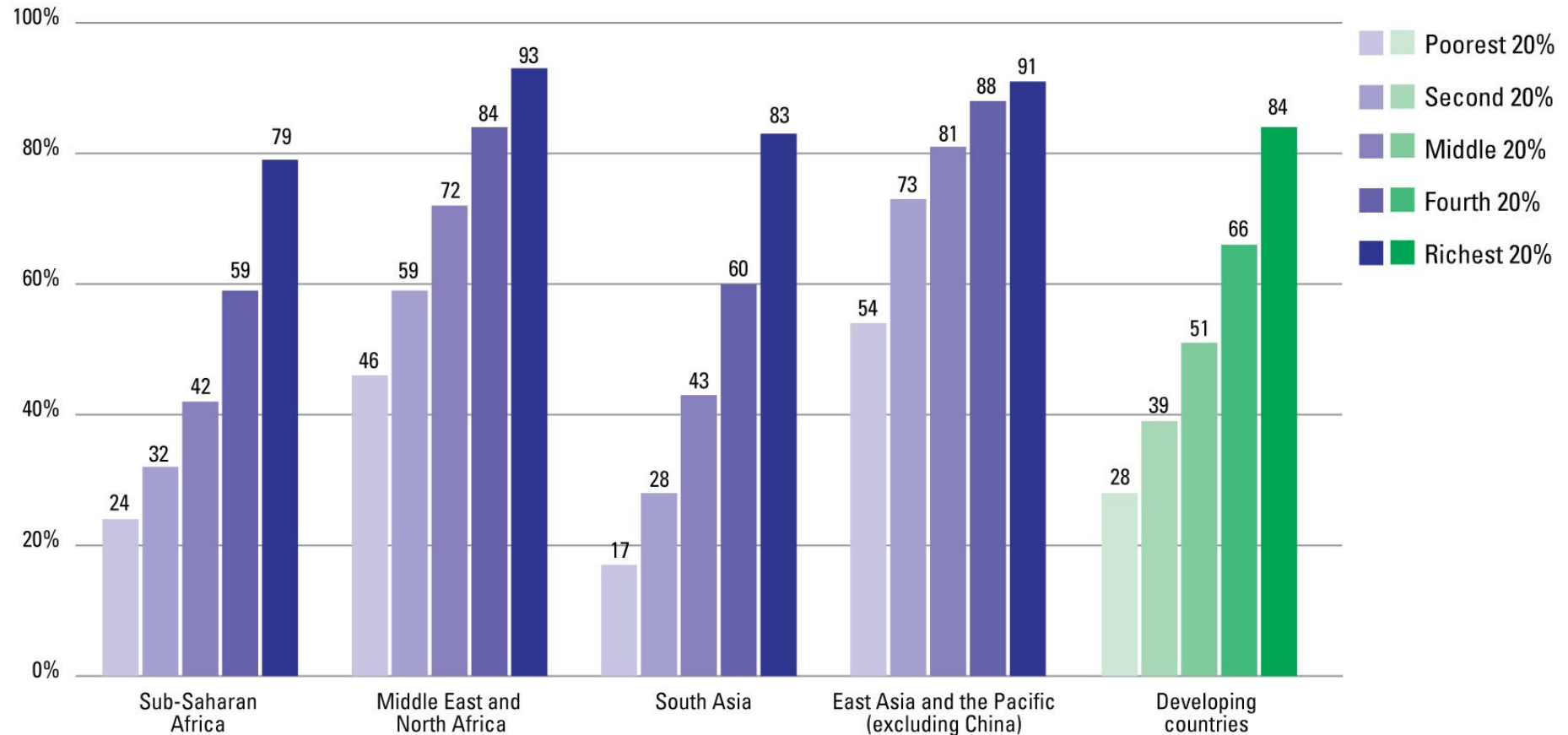


Source: DHS, various years (reanalysed by UNICEF, 2010). See page 85 for further details.



# The poorest women are substantially less likely than the richest women to deliver with the assistance of a doctor, nurse or midwife

Percentage of births attended by skilled health personnel



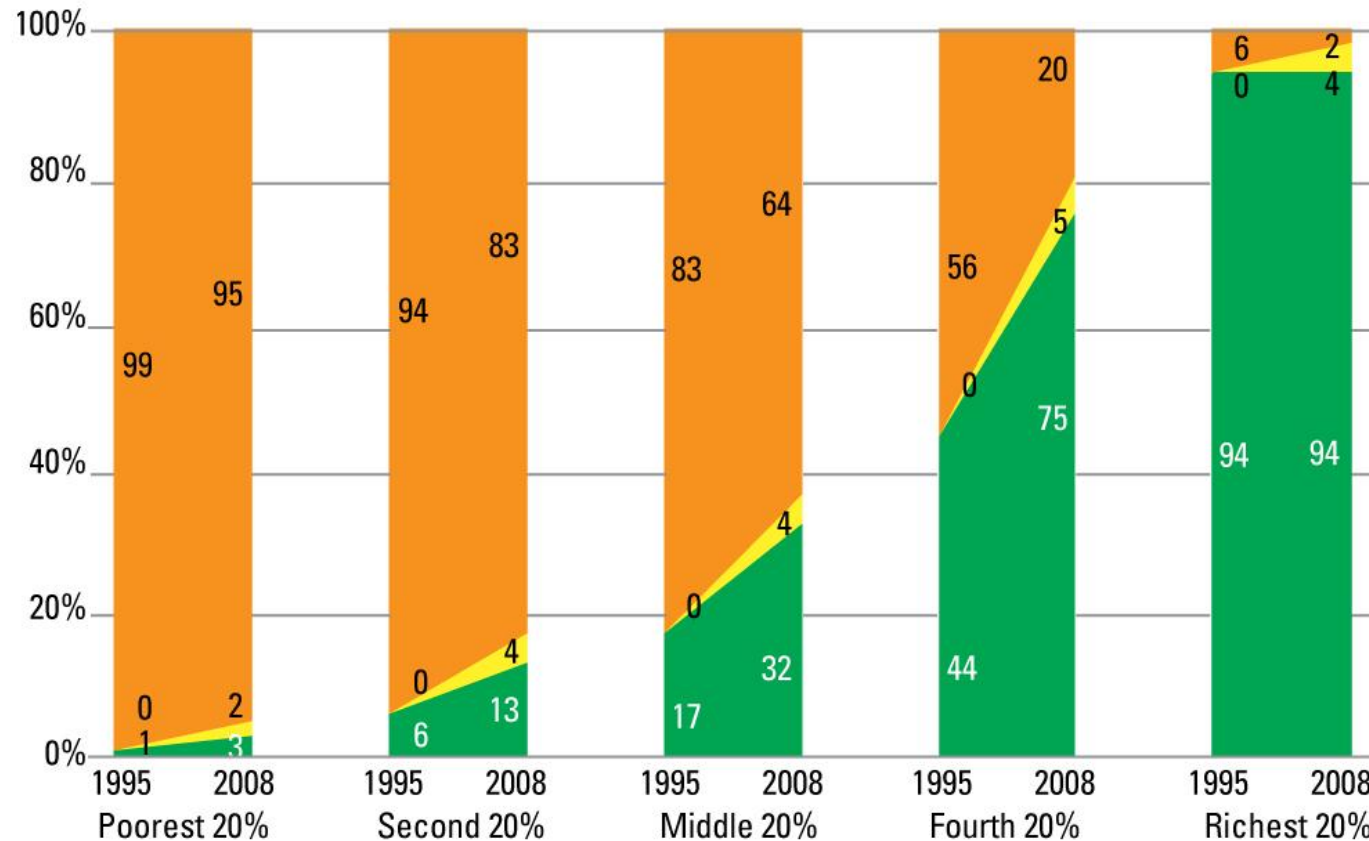
**Note:** Estimates are based on more than 70 countries with available data (2003–2009) on skilled attendant at delivery by household wealth quintile, representing 69% of births in the developing world.

**Source:** UNICEF global databases, 2010.

# India: 166 million people gained access to improved sanitation since 1995, but little progress has been made in the poorest households

Trends in the use of sanitation facilities, by household wealth quintile

■ Improved and shared facilities    
 ■ Unimproved facilities    
 ■ Open defecation



Source: Trend analysis based on 3 or more DHS, AIS and /or MICS.

thank you