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for every child

UNICEF Strategic Plan, 2018-2021

Informal Briefing to the Executive Board

August 2017

Decisions from the Annual Session

- **Common chapter** - identifying common measurable indicators for shared areas of collaborative advantage

- Operationalization of the **concept of "leaving no one behind"**

- Efforts to mainstream **gender equality** and address **disability**

- Approach of UNICEF to **humanitarian assistance**

- Clearer **theory of change**, from outputs to outcomes, reflecting UNDG guidelines on RBM

- Incorporate **relevant lessons learned** from the integrated budget, 2014-2017, inter alia, with regard to results-based budgeting, in the preparation of the integrated budget, 2018-2021

Extensive consultation process

UNICEF has engaged extensively with a wide range of stakeholders

- UNICEF Executive Board

- Members States

- UN Entities

- UNICEF Country Offices, Regional Offices and Headquarters

- UNICEF National Committees

- Children

- Donors

- Private sector partners

- Civil society partners

Final Outline of the Strategic Plan

- **Common chapter** – areas of collaboration with Funds & Programmes; How of working together in line with Agenda 2030 and the 2016 QCPR

- **Strategic Plan Overview** – describes wide ranging child rights violations; reviews the global environment for action; makes the case for a fair chance for every child

- **Lessons learned** – draws from evaluations, MTR, MOPAN, JIU, etc.

- **Guiding principles** – grounded in child rights, gender equality, coherence in humanitarian and development programming, UN working together

- **Key Elements of the Strategic Plan** – 5 Goal Areas in response to Agenda 2030, the fifth Goal Area underpins the others; Cross-cutting priorities; Change strategies; Enablers in response to QCPR

- **Risk Management**

- **Monitoring and Evaluation**

Common Chapter - Key areas of collaboration

The principles of *leaving no one behind* and *reaching the farthest behind first* permeate all four SPs. In direct response to the QCPR we will harness our collaborative advantage in accordance with respective mandates in these key areas:

Eradicating poverty	Addressing climate change	Improving adolescent and maternal health

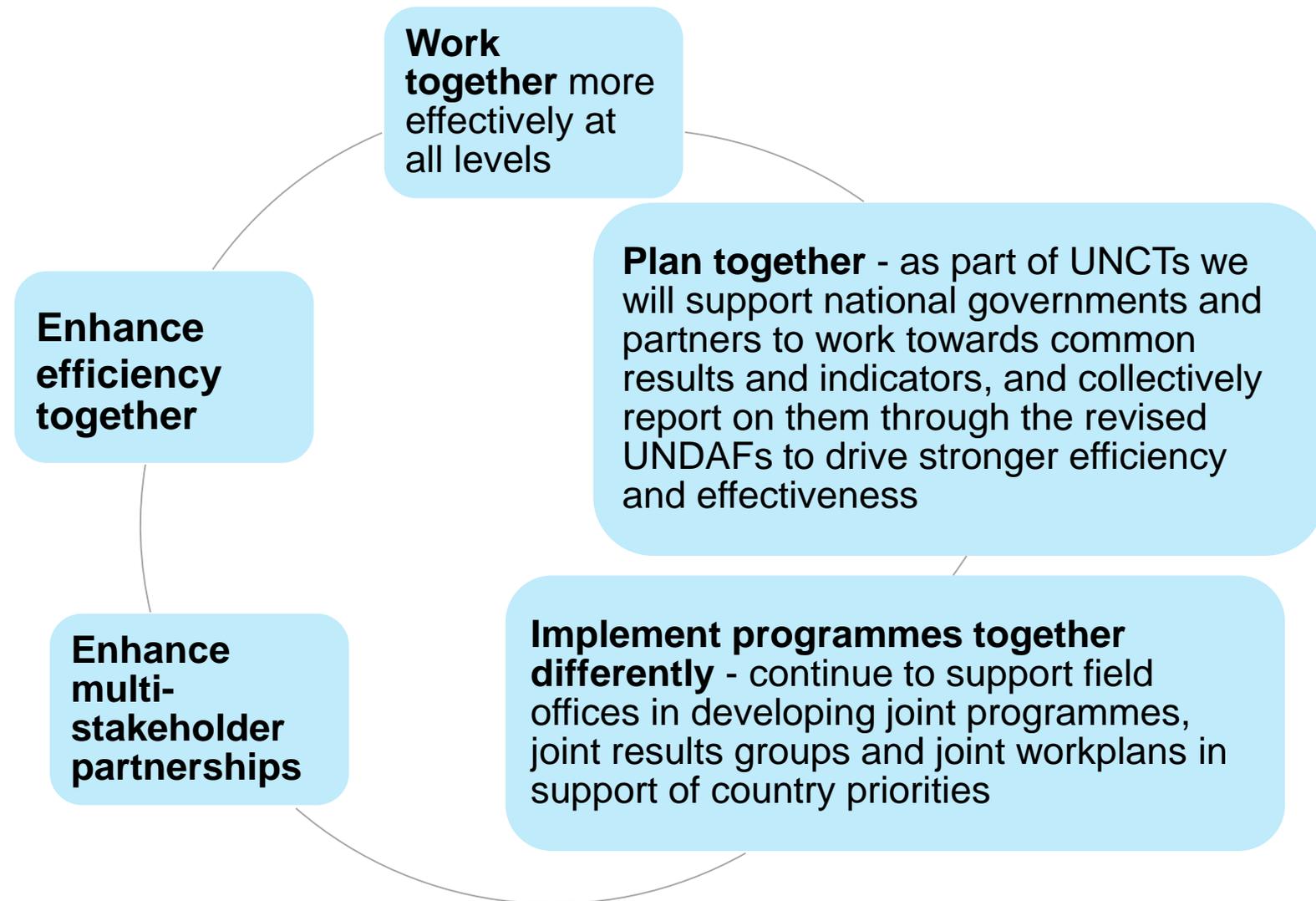| Achieving gender equality and the empowerment of women & girls	Ensuring greater availability and use of disaggregated data for sustainable development	Emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations the development work of the entities of the UNDS can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership

Common Chapter - Strengthening how we work together

Work together more effectively at all levels

Enhance efficiency together

Plan together - as part of UNCTs we will support national governments and partners to work towards common results and indicators, and collectively report on them through the revised UNDAFs to drive stronger efficiency and effectiveness

Enhance multi-stakeholder partnerships

Implement programmes together differently - continue to support field offices in developing joint programmes, joint results groups and joint workplans in support of country priorities

Common Chapter - Examples of common indicators in the Strategic Plan

- SDG 1.1.1. Proportion of population below the international poverty line

- SDG 5.2.1. Proportion of ever partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months

- SDGs 1.5.1 and 11.5.1 and 13.1.1. Numbers of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population

- SDG 17.18.1. Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, …

The common indicators and related results of the Strategic Plan. Examples are:

– Multi-dimensional poverty underpins Goal Areas 1,2,3,4,5

– Results on gender equality in Goal Areas 1,2,3,4,5; gender quality is a cross cutting priority; change strategy (HOW) # 2; Enabler # 3

– Prevention, humanitarian-development coherence: Goal Area 4; a cross cutting priority; HOW # 1

– Addressing climate change: Goal Area 4; HOW # 1

– Strengthening data for sustainable development: HOW #8

IMPORTANT PROGRESS FOR CHILDREN

Number of children who die before their fifth birthday declined from **12.7 million in 1990 to 5.9 million in 2015**

Stunting in children under 5 reduced by **41% between 1990 and 2015**

The number of new HIV infections among children 0–14 years **reduced by more than half since 2010**

Gender parity in education **continues to improve**

…

YET, CHILD RIGHTS VIOLATIONS AND INEQUITIES PERSIST

Children from the poorest families are **two times** as likely to die before age 5

156 million children under 5 years of age are stunted

61 million primary school-aged children are out of school

Adolescent girls are more likely to be illiterate than boys

1 in 10 girls have suffered sexual violence

Discrimination against children belonging to minorities …

LESSONS LEARNED

Intensify the **strengthening of national systems**

Investment in **disaggregated data**

Intensify support for inclusive and meaningful **participation of children** in decisions that affect them

Risk-informed programming vital for prevention and response

Systematic application of **gender analysis** during programme design and delivery

Intensify **community engagement** for addressing the demand-related barriers

GUIDING PRINCIPLES

Convention on the Rights of the Child, the foundation for everything UNICEF does

Leave no one behind (LNOB) - operationalizing the call to leave no child behind by:
- emphasizing accelerated action for the most marginalized children
- application of HRBAP
- strengthening of national capacities, etc.

Mainstreaming of **gender equality**

Coherence between **humanitarian and development programming**

Partnerships with Governments, private sector, civil society and within the United Nations development system; …

Key Elements of the Strategic Plan

SP Impact

Realizing the rights of every child, especially the most disadvantaged

IMPACT LEVEL

Shared results based on SDG impact-level indicators

SP Goals in support of SDGs

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

OUTCOME LEVEL

Shared results based on SDG outcome-level indicators

SP Key Results – UNICEF's direct contribution

25 RESULT AREAS (WHAT)

OUTPUT LEVEL

UNICEF's direct contribution on the basis of its comparative advantages

Support achievement of planned results

8 CHANGE STRATEGIES (HOW)

Key Performance Indicators

Internal effectiveness and efficiency factors

4 ORGANIZATIONAL PERFORMANCE ENABLERS

10

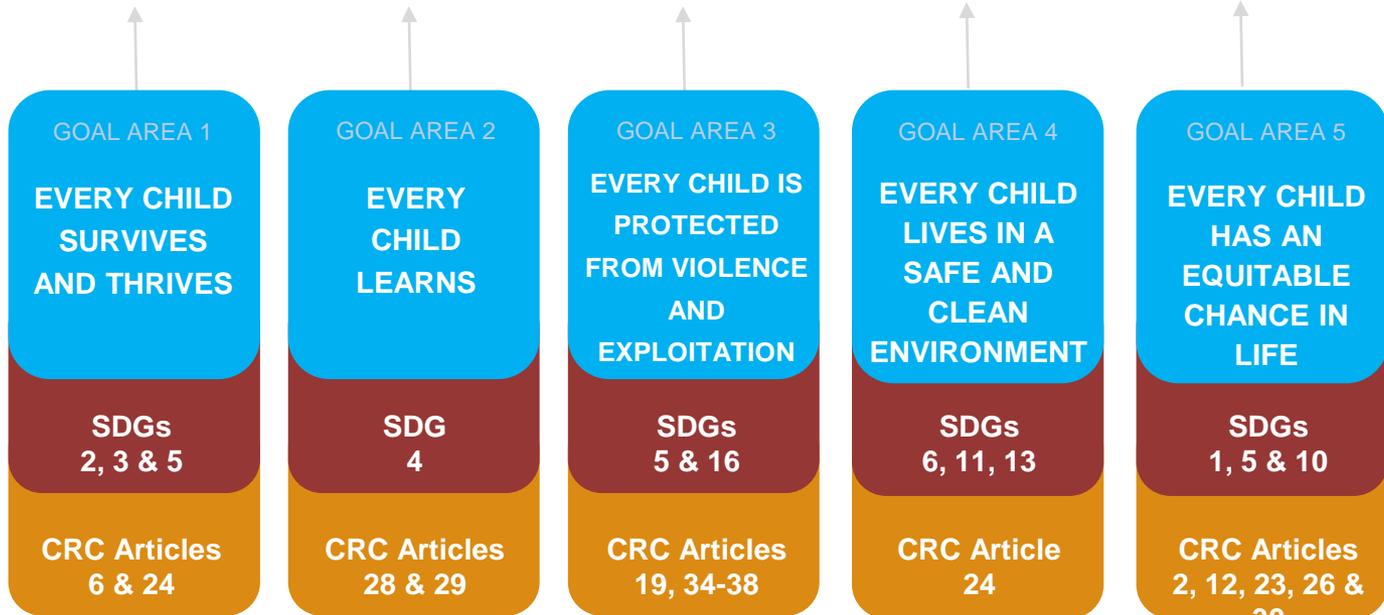# The Strategic Plan, Agenda 2030 and the QCPR

SP Impact

Realizing the rights of **every child**, especially the most disadvantaged

IMPACT LEVEL

Shared results based on SDG impact-level indicators

SP Goals

OUTCOME LEVEL

Shared results based on SDG outcome-level indicators

GOAL AREA 1	GOAL AREA 2	GOAL AREA 3	GOAL AREA 4	GOAL AREA 5
EVERY CHILD SURVIVES AND THRIVES	**EVERY CHILD LEARNS**	**EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION**	**EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT**	**EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE**
SDGs 2, 3 & 5	**SDG 4**	**SDGs 5 & 16**	**SDGs 6, 11, 13**	**SDGs 1, 5 & 10**
CRC Articles 6 & 24	**CRC Articles 28 & 29**	**CRC Articles 19, 34-38**	**CRC Article 24**	**CRC Articles 2, 12, 23, 26 & 30**

Support achievement of planned results

8 CHANGE STRATEGIES (HOW)

Key Performance Indicators

QCPR Indicators

Internal effectiveness and efficiency factors

4 ORGANIZATIONAL PERFORMANCE ENABLERS

11

Result Areas

GOAL AREA 1	GOAL AREA 2	GOAL AREA 3	GOAL AREA 4	GOAL AREA 5
EVERY CHILD SURVIVES AND THRIVES	**EVERY CHILD LEARNS**	**EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION**	**EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT**	**EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE**

2030

2021

• **Stunting** • **Severe acute malnutrition** • **Maternal and newborn care** • **Immunization** • **Childhood illnesses** • **Quality ECD** • **Gender-responsive adolescent health and nutrition** • **HIV treatment** • **HIV prevention**	• **Out-of school from early learning to secondary education** • **Learning outcomes** • **Skills development**	• **Violence** • **Harmful practices** • **Access to justice.** **Grave violations in armed conflict*** **Child migrants***	• **Drinking water** • **Sanitation, hygiene, end open defecation** • **Disasters…** • **Urban…** • **Env sust for children**	• **Gender discriminatory roles and practices** • **Adolescent empowerment** • **Child poverty** • **Social protection** • **Disability**

* as indicators

Key UN partners* for each Goal Area

Goal Area 1: WHO, WFP, UNFPA, UNAIDS, World Bank, GAVI, Global Fund…

Goal Area 2: UNESCO, UNHCR, ILO, World Bank, GPE…

Goal Area 3: UNFPA, UNWOMEN, WHO, UNHCR, IOM, UNODC, SRSG VAC…

Goal Area 4: World Bank, UN Women, WFP, UNDP…

Goal Area 5: UNDP, WFP, World Bank, ILO, UNFPA and UNWOMEN…

100% of impact and outcome indicators shared with UN partners, the World Bank and other IFIs

42% of impact and outcome indicators shared specifically with other Funds and Programmes

12 indicators related to the change strategies and organizational effectiveness and efficiency (enablers) with other Funds and Programmes

Common QCPR monitoring framework indicators

* A longer list of partners is included in the RF and key partnerships that UN agencies are involved in are also included

Cross-cutting priorities: Humanitarian action

- Delivery of faster, more effective and at-scale humanitarian response in line with the Core Commitments for Children in Humanitarian Action

- Emphasis on increasing the reach and quality of humanitarian assistance; gendered impacts; centrality of protection, with particular attention to grave violations against children in situations of armed conflict

- System strengthening

- Community engagement and accountability to affected people and communities

- Engage and support national and local first responders

- Enhanced risk-informed programming, including investments in key preparedness actions, national and subnational risk assessments

- Coordinated needs assessments and inter-agency humanitarian response strategies, including through cluster coordination mechanisms

- Summary of humanitarian targets is annexed to the results framework

Cross-cutting priorities: Mainstreaming gender equality

- Gender equality results integrated in each of the five Goal Areas

- Emphasis on gender discriminatory roles and practices, including engaging men and boys to address the root causes of gender-based discrimination

- Gender equality one of the 8 change strategies, including focus on mainstreaming gender analysis in programme design and delivery, strengthening the collection and utilization of disaggregated data and forging partnerships

- Achieving gender parity in staffing and capacity development under the Enablers

- Common chapter provides (common) indicators for coordinated action by Funds & Programmes

- Gender equality results and strategies are further elaborated in the Gender Action Plan, 2018-2021

Disability is also integrated in the goal areas, while maintaining a strong focus on Goal Area 5

Change Strategies (HOW)

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.

Change Strategies (HOW)

1. Programming at-scale results for children

2. Gender-responsive programming

3. Winning support for the cause of children from decision makers and the wider public

4. Developing and leveraging resources and partnerships for children

5. Harnessing the power of business and markets for children

6. UN working together

7. Fostering innovations in programming and advocacy processes and practices

8. Harnessing the power of evidence as a driver of change for children

Organizational Performance Enablers

1. Enhancing internal governance in support of the universal mandate of UNICEF – including through our business model, risk management, transparency, anti-fraud strategies, strengthening oversight functions

2. Enhancing management efficiency and effectiveness – strengthening results-based management and budgeting, pursue strategies with other UN entities to simplify and harmonize business processes and consolidate administrative support services

3. Strengthening staff capacity - versatile and mobile staff, gender and geographic balance, skills for new partnerships, including development banks and the private sector, staff motivation and engagement

4. Enhancing knowledge and information systems - digital engagement, fundraising platforms, leveraging social media, tools for active collaboration with other UN agencies, response in emergencies, business continuity

Theory of Change example from Outcome 1

Outcome 1

Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact Health, Nutrition, HIV and ECD interventions from pregnancy to adolescence, enabling them to survive and thrive.
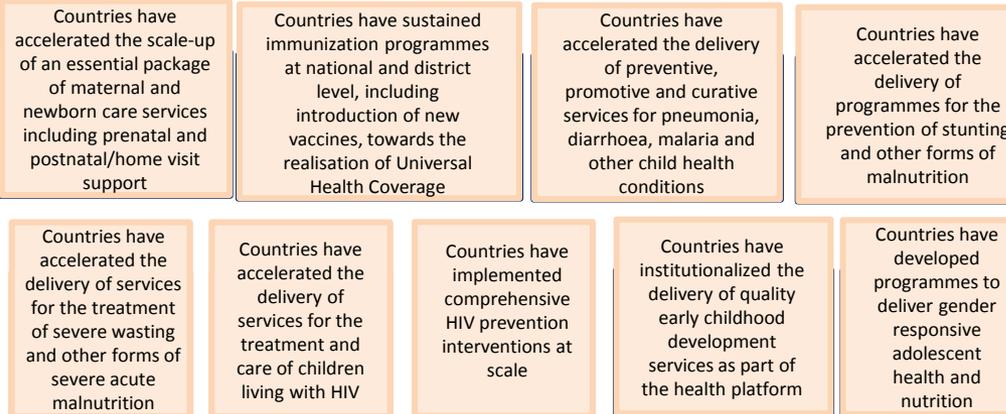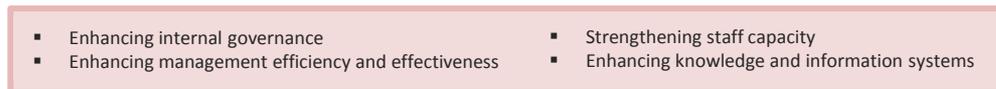
Approaches

1. Systems strengthening, especially
2. Preparedness for health emergencies
3. Enhancing the quality of care;
4. Strengthening communications for development;
5. Improving procurement and distribution systems;
6. Improving the generation and use of disaggregated data and evidence;
7. Better coordination with the delivery of water and sanitation services and social protection.
8. Support the research and development of vaccines and medicines for childhood diseases

O u t p u t s

- Countries have accelerated the scale-up of an essential package of maternal and newborn care services including prenatal and postnatal/home visit support
- Countries have sustained immunization programmes at national and district level, including introduction of new vaccines, towards the realisation of Universal Health Coverage
- Countries have accelerated the delivery of preventive, promotive and curative services for pneumonia, diarrhoea, malaria and other child health conditions
- Countries have accelerated the delivery of programmes for the prevention of stunting and other forms of malnutrition

- Countries have accelerated the delivery of services for the treatment of severe wasting and other forms of severe acute malnutrition
- Countries have accelerated the delivery of services for the treatment and care of children living with HIV
- Countries have implemented comprehensive HIV prevention interventions at scale
- Countries have institutionalized the delivery of quality early childhood development services as part of the health platform
- Countries have developed programmes to deliver gender responsive adolescent health and nutrition

C h a n g e   S t r a t e g i e s

- Programming at-scale results for children
- Gender-responsive programming
- Winning support for the cause of children from decision makers and the wider public
- Develop and leverage resources and partnerships for children
- Harnessing the power of business and markets for children
- UN working together
- Fostering innovations in programming and advocacy processes and practices
- Harnessing the power of evidence as a driver of change for children

E n a b l e r s

- Enhancing internal governance
- Enhancing management efficiency and effectiveness
- Strengthening staff capacity
- Enhancing knowledge and information systems

Assumptions

- Continuing political and resource commitment
- Continued commitment scaling up equitable nutrition
- Access in humanitarian contexts

- Health remains global and national priority
- National commitment to equity
- Adequate capacity and human resources
- Relative stability in global food prices

Results Framework accompanying the SP

- *Impact*, *outcome* and *output indicators* for each goal area

- **Logical links** between impact, outcome and output indicators defined

- **Indicators, baselines, milestones, targets**, equity dimensions and MoV defined

- All output indicators have baselines, milestones and targets,

- Disaggregated data on a very small number of SDG-related impact and outcome indicators will be provided when governments and the international community gather these. Such data will be reported in the EDAR and Data Companion when available.

- **Key performance indicators** specified for all Change Strategies and Enablers – e.g. gender responsive programming, coherence between humanitarian and development programming, empowerment of young people, rights-based programming, data, evaluations, audit, etc.

- Extensive **focus on QCPR indicators**

- Summary annex on **humanitarian results**

- Dedicated **annex to common chapter - on common indicators**

Integrated Results & Resources Framework

- The Integrated Budget covers the goal areas, cross cutting priorities, change strategies and enablers of the Strategic Plan

- Based on lessons from the IB 2014-2017, the resource requirements for the Strategic Plan have been computed in a manner that supports efforts to strengthen results-based budgeting

  - Bottom up computation of programme resources required by engaging key Country Offices

  - Consideration of historical expenditure as well as revenue projections and anticipated changes where information is available

  - Validation through mapping outcome level financials from recently approved CPDs

- Resources allocated according to the harmonized inter-agency cost categories

- Allocation of regular resources to country programmes continues to be guided by decisions of the Executive Board (including ratios to LDCs, SSA, etc.)

- The new budget formulation tool will support the rollout out and reporting on the IRRF

Integrated Results & Resources Framework

Goals	Functional Cluster	2018-2021			
		Regular Resources	Other Resources		Total Resources
			Programme	Cost Recovery	
		$m	$m	$m	$m
Programmes		**4360.0**	**15917.3**		**20277.3**
Goal Area 1 - Every child survives and thrives		1744.0	6366.9		8110.9
Goal Area 2 - Every child learns		872.0	3183.5		4055.5
Goal Area 3 - Every child is protected from violence and exploitation		523.2	1910.1		2433.3
Goal Area 4 - Every child survives in a safe and clean environment		845.8	3088.0		3933.8
Goal Area 5 - Every child has an equitable chance in life		375.0	1368.9		1743.8
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**	**1138.0**	**1604.3**
	Leadership And Corporate Direction	10.7	1.9	26.5	39.1
	Corporate Oversight And Assurance	13.8		34.1	47.8
	Corporate Financial, Information, Communication & Technology And	70.4	.6	174.1	245.1
	Staff And Premises Security	8.1		20.0	28.1
	Corporate External Relations And Partnerships, Communication And Resource Mobilization	71.8		177.6	249.4
	Corporate Human Resources Management	27.1	3.8	67.1	98.0
	Field/Country Office Oversight, Management And Operations Support	258.1		638.6	896.7
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**	**1318.2**
	Special Purpose, Capital Investment	23.0		57.0	80.0
	Private Sector Fundraising	725.1	273.0		998.2
	Other, inlciudng procurement services	240.0			240.0
Total Resources		**6420.3**	**16355.6**	**1195.0**	**23970.9**

Documents for the Second Regular Session of the Executive Board in September 2017

For decision

- UNICEF Strategic Plan
- Integrated Budget

For information

- Gender Action Plan

Other documentation in support of the Strategic Plan

- Theory of Change