

# **Summary Report**

## **Informal Workshop on the UNICEF Strategic Plan, 2018 – 2021\***

UNICEF

10 February 2017

\*This report serves as a summary of the key discussions from the Informal workshop with Member States on the UNICEF Strategic Plan on 10 February 2017. In an effort to be brief, this succinct report cannot be considered to capture all the rich discussions that took place during the workshop. The full details of the discussions have been noted by UNICEF and are informing the development of the Strategic Plan.

# Contents

<b>I. Strategic Plan overview session.....</b>	<b>1</b>
<b>Welcome remarks .....</b>	<b>1</b>
<b>Panel Discussion .....</b>	<b>1</b>
<b>II. Key Elements of the Strategic Plan .....</b>	<b>3</b>
<b>Group discussions on the draft ‘WHAT’ of the Strategic Plan .....</b>	<b>3</b>
<b>Group discussions on the draft ‘HOW of the Strategic Plan.....</b>	<b>6</b>
<b>Group discussions on the draft ‘ENABLERS’ of the Strategic Plan .....</b>	<b>8</b>
<b>III. Next Steps.....</b>	<b>10</b>
Annex 1 - Participants.....	11
Annex 2 - Agenda .....	13
Annex 3 - Group work instructions .....	16

## **I. Strategic Plan overview session**

### **Welcome remarks**

Mr Justin Forsyth, UNICEF's Deputy Executive Director, Partnerships, welcomed participants and thanked them for their engagement thus far noting this is the fourth informal consultation on the Strategic Plan, 2018-2021. A welcome was also extended to colleagues from UNDP, UNFPA and UN Women in attendance. This workshop provided an opportunity for members of the Executive Board, representatives from Member States and other participants (Annex 1, list of participants) to explore in much more detail the key elements of the draft Strategic Plan (SP).

Mr Forsyth described the proposed key elements of the work of UNICEF during the period 2018-2021 in relation to the results the organization seeks to achieve for children (the WHAT); the groups of children who will be reached in various contexts (the WHO); the change strategies necessary for the achievement of planned results (the HOW); and the internal effectiveness and efficiency factors that support the change strategies and the achievement of the planned results (the ENABLERS).

### **Panel Discussion**

**A panel<sup>1</sup> responded to feedback from Member States on the overall direction of the Strategic Plan. Key issues covered were:**

#### **How will UNICEF address cross-cutting issues such as gender equality and adolescent development?**

Cross-cutting areas such as disability, early childhood development, gender and adolescents will support all Goal Areas in the SP while also having specific results and indicators to demonstrate progress. In relation to adolescent development for example, in Goal Area 1 there is a focus on adolescent health and nutrition; in Goal Area 2 a focus on secondary education and skills development; in Goal Area 3 a focus on ending child marriage as well as preventing and responding to violence; and in Goal Area 5 a focus on engagement and empowerment, all of which represent an agenda for adolescents.

A similar approach is taken for gender equality, which is being addressed as a dedicated Result Area in Goal Area 5 as well as specific mainstreaming results in other Goal Areas. Indicators will also strongly capture disaggregation by sex. Disability is treated in a similar manner in Goal Area 5 and as a disaggregation category within indicators where data permits.

#### **How is UNICEF mapping the thematic funding within the new SP?**

UNICEF is engaging with key thematic funders to leverage what is working and adapt to adequately cover new areas of concerted focus based on the SDGs such as environmental sustainability and early childhood development.

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<sup>1</sup> The panel was comprised of George Laryea-Adjei, Deputy Director, Division of Data, Research & Policy; Leila Pakkala, Regional Director, Eastern & Southern Africa; Ted Chaiban, Director of Programme Division; and Manuel Fontaine, Director, Office of Emergency Programmes.

### **How is UNICEF addressing the humanitarian and development nexus in the Strategic Plan?**

The humanitarian mandate is at the core of UNICEF's work and as such action in humanitarian contexts is not a separate Goal Area but cross-cutting within all 5 Goal Areas and will be reflected in specific indicators. In addition to mainstreaming in all Goal Areas, a dedicated result area on disaster risk reduction and social cohesion is also proposed under Goal 4. The monitoring of grave violations against children in armed conflict will also receive specific attention under Goal 3. In addition, specific HOW strategies will address various dimensions of humanitarian-development integration such as promoting risk analysis prior to the development of programmes.

### **What is the focus of the Strategic Plan?**

The Strategic Plan is driven by the CRC and the SDGs, having a 2030 horizon with clear 2021 targets around which UNICEF will align its work. The Strategic Plan is responding to the call of the SDGs to leave no one, and no child, behind.

### **What is new/different in the Strategic Plan and the Results Framework?**

There will be indicators with respect to the rights of the child at the impact level, underneath which will be the five Goal Areas with outcome level indicators. These outcome level indicators are shared results connecting Governments, Funds and Programmes, other UN agencies, the private sector, NGOs, partners, etc. Supporting the five Goal Areas and related outcome indicators are 25 Results Areas that reflect UNICEF's contribution (at the output level) on the basis of its comparative advantages. Indicators at this level reflect the reach of UNICEF's supported programmes and partnerships with governments in support of national development priorities.

### **Will it be necessary to include new indicators?**

Where relevant, existing indicators will remain for the areas of continued work. However for those areas not reflected in the current Strategic Plan it will be necessary to identify new indicators to reflect UNICEF's contribution to the 2030 Agenda.

### **Will the Results Framework have milestones? Will milestones and targets be fixed?**

Baselines, milestones, and targets will be included at the output level to facilitate assessments of progress. One lesson learned during the current SP relates to the challenge of adjusting milestones and targets as implementation occurred. A dynamic and transparent process will support the rollout of the Results Framework.

### **What level of disaggregation can be expected in the Results Framework?**

The level of disaggregation possible depends on the nature of the indicator and the varied contexts in which we operate. For some indicators it is possible to disaggregate with respect to sex, urban-rural, and by wealth while it would be possible to disaggregate by disability for fewer indicators. It is our commitment to collect data in as disaggregated a manner as possible based on available sources at the country level.

### **When should we expect to see the Strategic Plan and related documents?**

A draft SP will be available in April while a draft Results Framework will be available in May to allow more time for UNICEF Country Offices to identify baselines and targets. A Theory of Change paper will be available in May and together these form the key documents for the June session of the Executive Board. In July, an Integrated Budget will be presented to the Advisory Committee on Administrative and Budgetary Questions and then presented to the Executive Board in the September session. In July, the Gender Action Plan, which draws from the Strategic Plan, will be shared for consideration at the September session of the Executive Board. UNICEF will respond to any issues that may arise in relation to the Strategic Plan from the June session of the Executive Board so that in September a revised Plan and the Integrated Budget will be presented for approval.

**What will be included in the common chapter of the SPs of the Funds and Programmes?**

As per the decision of the UNICEF Executive Board, a common chapter in the Strategic Plans of UNDP, UNFPA, UN Women and UNICEF is being co-developed to address our complementary roles in support of the SDGs. It will also describe how we will work with the wider UN System including UNHCR, ILO, IOM, WHO, WFP and others.

**What is the modality of engagement in middle income countries (MICS) and upper MICs?**

The HOWs of the SP provide a framework for differentiating UNICEF’s programming work in different contexts whether it is high income, low income, a least developed country or fragile context. UNICEF looks at the national agenda, works with different actors and focuses on what strategies will work in each context and identifies its value added. A degree of decentralization is required to allow for local adaptation based on the country context while operating within the overall framework of the Strategic Plan. UNICEF is also guided by the decision of the Executive Board (Decision 2016/11) on working in countries transitioning from a middle to high income status.

**How will UNICEF work with partners in implementing the Strategic Plan?**

Partnership with Government, NGOs and business is essential for implementing the Plan. An example is working in the water and sanitation sectors where there are a range of issues around diarrhoea, open defecation, and behaviour change to be addressed. Government, NGOs and business have key roles to play in various aspects of service provision and use.

## **II. Key Elements of the Strategic Plan**

### **Group discussions on the draft ‘WHAT’ of the Strategic Plan<sup>2</sup>**

#### **Goal Area 1 on every child survives and thrives**

##### **Some questions that emerged from the group include:**

- What is new within this Goal Area?
- How are different strategies being employed in this Goal Area?
- What will the focus on HIV/AIDS in this Goal Area entail?
- How is UNICEF working with other UN Agencies on adolescents?
- What is UNICEF doing about preventable diseases?
- How will early childhood development be addressed?

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<sup>2</sup> Moderator: Karin Hulshof, Regional Director, East Asia & Pacific

- Will mental health of adolescents be included in this Plan?

**Brief notes from the discussions that emerged:**

- The Strategic Plan will address issues in both the first and second decade of life. The Plan will build on the unfinished agenda from the MDG era and will emphasize reducing mortality rates, improving quality of care, supporting prevention services, and ensuring enhanced coordination at the policy level in countries.
- The Strategic Plan will respond to lessons learned from the previous Plan including a focus on addressing vulnerabilities, attention to coordination of partnerships, and emphasis on results-based management.
- With respect to HIV/AIDS, UNICEF's work will emphasize the 3 Ps (prevention, protection, PMTCT and paediatrics). UNICEF will continue to work with PEPFAR and other partners to meet treatment gaps.
- UNICEF will collaborate with UNFPA and WHO especially at the country level on issues such as adolescent health, and will work within the division of labour that guides the collaboration.
- The Strategic Plan will specifically focus on preventable diseases, including malaria, diarrhoea and pneumonia, which encompass much of the unfinished business from the MDG era and will address nutritional problems specific to each country including stunting.
- Early childhood development will be a key part of Goal Area 1 and 2, while being supported by Goal Area 3 (protection from violence), Goal Area 4 (air pollution and brain development) and Goal Area 5 (gender equality and social protection).
- The mental health of adolescents including depression is an important emerging issue and the World Health Organisation leads on this. UNICEF is active in the provision of psychosocial support to adolescents, including in humanitarian situations (Goal Area 3). UNICEF will also highlight the issue as part of a learning agenda, with the view to framing actions in the subsequent Strategic Plan.

**Goal Area 2 and 3 on every child learns, and every child is protected from violence and exploitation**

**Some questions that emerged from the group include:**

- How is UNICEF going beyond participation in education in this Plan?
- What is UNICEF's role in curriculum development?
- Does UNICEF currently support non-formal education?
- What is UNICEF doing about job creation for young people?
- How is UNICEF working to prevent harmful practices at an early age?
- What is UNICEF doing in relation to violence against children, particularly in schools?
- How will UNICEF address the specific rights of migrant children?

**Brief notes from the discussions that emerged:**

- Participation in education is simply not enough and hence the focus of Goal Area 2 on learning and cognitive development as well as providing the necessary transformational skills, while acknowledging that the needs of the most vulnerable children vary by context.

- Curriculum development is addressed by other partners, in particular UNESCO. UNICEF does not play a major role but may support the work of others in this area.
- Currently non-formal education is not a main area of work for UNICEF, however there are some entry points in humanitarian action or upon request by a Government in certain contexts.
- With respect to job creation UNICEF is working with the World Bank and other partners on a program called ‘Solutions 4 Youth Employment’. In the new Strategic Plan skills development of adolescents will be a specific Result Area in Goal Area 2.
- UNICEF supports work on the prevention and early detection of child marriage, female genital mutilation and cutting (FGM/C) in many countries. The prevention activities include parenting programmes as well as behaviour communication change for child safety and care.
- UNICEF focuses on various types of violence against children and is working with partners to build an evidence base and develop a package of proven interventions. In relation to the education system, UNICEF works with schools to build capacities for impact response, including in matters related to gender-based violence, bullying, and other forms of physical and emotional violence.
- UNICEF’s perspective is that migrant children have the same rights as other children and work in this area is being pursued with other agencies within the context of UNICEF’s comparative advantage. For example, where UNICEF has a comparative advantage on adolescent issues it will work with partners including UNFPA and IOM. UNICEF supports the identification and registration of children to address statelessness in partnership with others (World Bank, Plan International and UNFPA, etc.)

**Goal Areas 4 and 5 on every child lives in a safe and clean environment, and every child has an equitable chance in life**

**Some questions that emerged from the group include:**

- What is the rationale for the way Goal Areas 4 and 5 are structured? Will some of the result areas be cross-referenced with other Goal Areas?
- How different is the result area on gender equality from the cross-cutting priority of gender equality?
- What is UNICEF doing in the area of climate change?
- Is child rights the basis of developing the Plan?
- How has a risk-informed approach been adopted in the development of the Plan?
- How will UNICEF address poverty?

**Brief notes from the discussions that emerged:**

- Goal Areas 4 and 5 focus on the impact of the environment and inequities on children’s survival and development. Emerging evidence shows that risks related to the environment and inequities have a tremendous impact on children’s wellbeing, and will jeopardize advances unless they are addressed from a child’s perspective. There will be cross-references between these and other Goal Areas in the narrative of the Strategic Plan. For example, WASH (Goal Area 4) also contributes to child survival (Goal Area 1) and school attendance (Goal Area 2).
- Gender equality results are integrated into each of the five Goal Areas. In Goal Area 5, the focus on the gender equality result is discriminatory roles and practices. By having an

anchor in a Goal Area and addressing the issue in a cross-cutting way, UNICEF is able to minimize the risk of gaps.

- A large part of UNICEF's climate work is in collaboration with UNDP, UNEP, OCHA and others particularly as linked to disaster risk reduction. Similarly, as more and more children are living in urban settings, often with poor infrastructure, UNICEF is increasing its focus on this issue and will work with UNDP, UN Habitat and others.
- The Convention on the Rights of the Child is the foundation of all UNICEF does. The Strategic Plan will demonstrate how the Goal Areas, individually and collectively, respond to the CRC.
- In all countries where UNICEF works a risk framework is used to examine risks and anticipate shocks that might affect the realization of child rights. To strengthen risk monitoring UNICEF is finalizing the guidelines for risk-informed programming for use by all Country Offices. Parts of Goal Area 4 and the HOW strategies will address the issue.
- The Strategic Plan will highlight the reduction of child poverty as the Result Area, going beyond monetary measures to focus on multidimensional poverty. This is connected with social protection related actions such as cash transfers and overcoming barriers to essential services.

### **Group discussions on the draft 'HOW of the Strategic Plan'<sup>3</sup>**

#### **Clusters 1, 6 and 7 on programming excellence; fostering innovations; and harnessing the power of evidence**

##### **Some questions that emerged from the group include:**

- In what way will the HOW strategies be implemented?
- How will UNICEF support on capacity strengthening related to data systems?
- How does UNICEF adjust its capacity development approach given varying contexts?
- What is the main focus of innovation for UNICEF?
- What is UNICEF's most significant advantage in the humanitarian-development nexus?

##### **Brief notes from the discussions that emerged:**

- The HOW strategies are consistent with country-specific applications rather than as strategies for each Goal Area. KPIs will be developed to measure progress implementing each strategy.
- UNICEF will focus on enhancing the capacity of key systems at the country level including information management systems, accountability systems and supply chain logistics.
- Capacity development, programming and the approach to implementation are context specific. For example, approaches to humanitarian-development integration should be adapted to the local context. UNICEF will support countries to prepare for a crisis by strengthening the capacity of the national systems and increasing resilient development activities.

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<sup>3</sup> Moderator: Olav Kjørven, Director Public Partnerships Division

- Innovation in UNICEF focuses on product development (mainly essential supplies for children), ICT innovations, and new tools and approaches for programme delivery. The Strategic Plan will emphasize further support in these areas, especially as linked to scaling up of essential services for children.
- UNICEF's advantage in the humanitarian-development nexus is its presence before, during and after humanitarian crisis, such that it supports Governments throughout all stages including to buffer the shock and build systems. UNICEF is closely collaborating with other agencies and donors to move forward the various commitments related to humanitarian action, primarily through existing IASC mechanisms. UNICEF as co-convenor is leading on the work-stream on multi-year funding and planning. Internally, UNICEF is further strengthening the systems that will lead to greater efficiency and effectiveness in humanitarian action. There has also been strong steps taken to bring clarity and predictability to UNICEF programming in situations of fragility and forced displacement of children and their families.

**Clusters 2, 3 and 4 on winning support for the cause of children; leverage resources and partnerships; and harnessing the power of business and markets**

**Some questions that emerged from the group include:**

- What is the meaning of “children as agents of change”?
- What are UNICEF's ideas about increasing resource mobilization?
- What will UNICEF do specifically to increase its core resources?
- How will UNICEF leverage the market for children?
- What specific actions will UNICEF undertake with corporate partners?

**Brief notes from the discussions that emerged:**

- Children are not only the beneficiaries of programmes but when part of alliance building and movements, they can become change agents themselves.
- There are three different streams of mobilizing resources and capitalizing on private sector engagement. In terms of government resources, UNICEF intends to do a better job of harnessing Official Development Assistance and leverage opportunities at the country level including domestic resource mobilization. UNICEF also intends to expand the donor base including stronger partnerships with the World Bank and other International Financial Institutions.
- UNICEF will step up its engagement with millions of individual supporters to give, to advocate and volunteer for the cause of children. This will expand the pool of individual donors and increase the number of those who contribute through legacies while increasing funding from corporate donors. Innovative financing mechanisms will also play a larger role in organizational funding.
- In terms of market shaping, there will be a focus on sustainability and UNICEF intends to harness procurement gains, ensure fair pricing policies and that business practices are appropriate from a child rights perspective.
- UNICEF sees corporate partners as resource partners and as leaders in training their staff on issues affecting children. For example on sexual exploitation within the Travel and Tourism sector; child labour for the garment sector; school attendance for oil and extractive industries; etc.

## **Cluster 5 on the UN working together**

### **Some questions that emerged from the group include:**

- How will UNICEF collaborate with others on Agenda 2030?
- How will UNICEF collaborate specifically with the UN Agencies in terms of ongoing processes at local and global levels?

### **Brief notes from the discussions that emerged:**

- In the narrative of the Strategic Plan, UNICEF will be specific about its contributions to the SDGs, indicate the division of labour with other entities, and discuss the interlinkages between the Goal Areas and Agenda 2030. Furthermore, UNICEF will identify common areas of work with sister UN agencies, such as data disaggregation, gender equality, climate change, and also business practices such as SOPs and collaborative procurement for which progress will be measured through performance indicators.
- UNICEF is committed to leveraging ongoing work with results groups at the country level, and using the UNDAF to bring about a clear division of labour and greater collaboration and towards more results for children. There is a mutually-supportive relationship between the development of the Strategic Plan and the system-wide outline of capacities requested by the Secretary General.

## **Group discussions on the draft ‘ENABLERS’ of the Strategic Plan<sup>4</sup>**

### **ENABLERS 1 and 2 on strengthening internal governance and results-oriented management**

#### **Some questions that emerged from the group include:**

- What is the overall intention of these two ENABLERS?
- What are the key components of these ENABLERS and how do they fit together?
- What steps are being taken to improve transparency?
- How will UNICEF collaborate with other Funds and Programmes to increase efficiencies?
- What steps are being taken to green UNICEF Offices?

#### **Brief notes from the discussions that emerged:**

- The Enablers directly support the implementation of the WHAT and the HOW. A modern, transparent and accountable internal governance is crucial to support the achievement of the WHAT and HOW. UNICEF will strengthen its risk management framework; continue to improve transparency; adapt to varying contexts using different business models; work efficiently in big offices but also in small ones according to the country context; and use internal and external audits, evaluations, and assessments to improve performance.
- Results oriented, efficient, effective and collaborative management at all levels is another key contribution to support the achievement of the WHAT and HOW. This will be supported by a stronger application of results-based management and results-based budgeting as well as strengthening evaluations and use of lessons learned. UNICEF will further align its evaluation policy with the new Strategic Plan and Value for Money will

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<sup>4</sup> Moderator: Fatoumata Ndiaye, Deputy Executive Director, Management.

be incorporated as a management principle along with fraud prevention. UNICEF will introduce matrix management in a much more harmonized way than currently employed.

- With respect to transparency, UNICEF has dramatically improved its IATI position and will continue to build on this. Transparency goes beyond reporting by having the right culture (of transparency) within the organization, and by strengthening UNICEF systems.
- UNICEF is considering expanding the use of common services as well as procurement services for UN Agencies at the country level. UNICEF aims to achieve better results working with other UN agencies and in support of national institutions.
- In relation to greening offices, UNICEF is steadily reducing its carbon footprint. For example, UNICEF is using environmentally-friendly technology while improving planning to allow sufficient lead times to use ocean transport rather than fuel intensive air transport in the delivery of essential commodities for children.

### **ENABLER 3 on strengthening human resources**

#### **Some questions that emerged from the group include:**

- Tell us about the new approach to staffing?
- How will UNICEF promote interagency mobility?
- What further steps are being taken to address diversity in all its forms?
- Do you foresee changes to the performance management system?

#### **Brief notes from the discussions that emerged:**

- UNICEF is working to ensure that it has the right staff at the right time and in the right place to deliver on the Strategic Plan. While issues around diversity and mobility are not new, versatility is a new component that requires further work. UNICEF is working towards having staff who have experience in both humanitarian situations and development settings.
- Interagency mobility will be further pursued as part of the UNICEF career development strategy, including through secondment and transfers.
- The Strategic Plan will respond to the QCPR provision for gender and geographic diversity, with key performance indicators.
- Core skills to function in all contexts will be expanded, making sure that the talents of staff can be leveraged in all offices.
- With regard to the performance management system, UNICEF is looking for more frequent performance interactions and a culture of dialogue that is ongoing rather than once a year.

### **ENABLER 4 on strengthening knowledge and information systems**

#### **Some questions that emerged from the group include:**

- What is the role of knowledge and information exchange in the new Plan for improved efficiencies and effectiveness?
- What is the new role of ICT in this Plan?
- What are the issues about data that need to be addressed as ICT takes on an expanded role?
- What additional areas will ICT support?

### **Brief notes from the discussions that emerged:**

- UNICEF is focused on strengthening knowledge and information management systems that support better efficiency and effectiveness in programmes and for improved organizational efficiency.
- Knowledge exchange is also key to support the staff as they coordinate efforts and work with a wide range of partners. The information systems should be versatile, efficient and secure. These should be open systems as UNICEF is working more deliberately with a wider range of people across the UN System and with other partners.
- ICT has traditionally been about supporting UNICEF programmes to do their work but it is starting to adapt its roles to the changing context. For example, instead of a systems of records, ICT is becoming a system of innovation.
- UNICEF will operationalise its child safety and security policy, examining what systems are needed to make sure data, especially data on children is safe.
- In the desire to make UNICEF systems more external facing for collaboration and knowledge sharing, questions emerge about open data, data management, data privacy and disaggregated data and what UNICEF is doing in that area. An example to demonstrate UNICEF's efforts is the work on systems for case management for child protection in emergencies in partnership with many other stakeholders.
- Support for national statistics offices is acknowledged as important as UNICEF has a strong interest in real-time monitoring and new data sources. This will require stronger partnerships at the country level.

### **III. Next Steps**

The immediate next steps in the process of developing the Strategic Plan, 2018 – 2021 are to:

- 1) Draft the Strategic Plan
- 2) Develop the Results Framework
- 3) Develop the Integrated Results and Resources Framework
- 4) Draft the common chapter in partnership with UNDP, UNFPA and UN WOMEN as required by Decision 2017/3.
- 5) Organize an Informal Consultation on the Results Framework
- 6) Organize further Informal Consultations on the Strategic Plan

The Deputy Executive Director, Partnerships closed the workshop by thanking Member States and UN partners for the constructive feedback noting coordination with UN partners is continuing on a day-to-day basis. George Laryea-Adjei and Nicolas Pron are available to respond to any further questions that Member States may have.

## Annex 1 - Participants

Name	Affiliation
Alireza Javaheri	Swedish Mission to the UN
Anders Christian Nygaard	Denmark - Mission
Andrea Bacher	Permanent Mission of Austria
Anna Cappabianca	Permanent Mission of Italy
Aui Meliksetyan	Armenian Mission
Dario Loda	Holy See Mission
Desirée Cedeño	Panama
Dirk Jakobi	German Mission, NY
Doyeon Won	Republic of Korea Mission
Ebrahim Alikhani	Iran
Ekaterina Noskova	Russian Mission
Eliane Kiener	Mission of Switzerland
Elin Ruud	NORAD, Norwegian Agency of Development Cooperation
Elisabeth Shuman	NGO Committee of UNICEF, AG
Frank Erkenbrecher	Germany (GTZ)
Giuseppe Pedace	Permanent Mission of Italy
Glady C. Brojan	Philippines
Hanna Shenberg	Swedish Mission
Hélène Merlot	Permanent Mission of France
Hilda Engilbertsdotti	Iceland Ministry of Foreign Affairs
Hilde Klemetsdal	Norway, MFA
Hiroki Haruta	Ministry of Foreign Affairs, Japan
Jacob Madden	DFAT – Australia - Canberra
Jasmin Aherdan	EU Delegation
Jean-Jacques Bastien	Belgium
Jean-Luc Bories	UN Women
Lena Rupp	Sweden, Sida
Livia Sobota	Permanent Mission of Brazil
Mario Volte	Mission of Italy
Marit H. Lillealtern	Norwegian, MFA
Martijn Engels	Ministry of Foreign Affairs, Netherlands
Martin Niblett	DFID - UK
Mauricio Carabali Boquero	Colombian Mission
Mia Maveth	GAC - Canada
Micha Hummes	Germany (GTZ)
Miriam Schive	US Delegation
Philippe Puyo	Ministry of Foreign Affairs, Switzerland
Renee Yap	New Zealand Mission
Sanduor Pelleguan	Permanent Mission of the Netherlands
Shane Shiels	UN-Women
Simon Hillier	New Zealand Mission
Tobias Axerup	Swedish, MFA

<b>Name</b>	<b>Affiliation</b>
Yifei Wang	China Mission
Zanofer Ismalebbe	UNDP
<b>UNICEF Presenters and Focal Points</b>	
Chris Larsson	Planning Chief, Information, Communication and Technology Division
Colin Kirk	Director, Evaluation Office
Cornelius Williams	Associate Director, Child Protection, Programme Division
Daniel Couture	Director, Information, Communication and Technology Division
Dominique Hyde	Deputy Director, Public Partnership Division
Etona Ekole	Field Results Group
Eva Mennel	Director, Human Resources Division
Fatoumata Ndiaye	Deputy Executive Director, Management
George Laryea-Adjei	Deputy Director, Division of Data, Research and Policy
Gerard Bocquenet	Director, Private Fundraising and Partnerships Division
Gian Gandhi	Senior Advisor, Supply Division
Ian Thorpe	Chief, Knowledge Exchange, Division of Data, Research and Policy; and Facilitator for this event
Josephine Bourne	Associate Director, Education, Programme Division
Justin Forsyth	Deputy Executive Director, Partnerships
Karen Hulshof	Regional Director, East Asia and the Pacific
Lawrence Picard	Deputy Director, Division of Finance and Administrative Management
Leila Pakkala	Regional Director, Eastern and Southern Africa
Mandeep O'Brien	Associate Director, Public Partnership Division
Manuel Fontaine	Director, Office of Emergency Programmes
Mary-Louise Eagleton	Chief, Strategic Planning, Private Fundraising and Partnerships Division
Nicole Bates	Senior Advisor, Office of the Executive Director
Olav Kjørven	Director, Public Partnerships Division
Paloma Escudero	Director, Division of Communications
Peter Frobel	Deputy Director, Human Resources Division
Ted Chaiban	Director, Programme Division
Thomas Asare	Comptroller
Timothy Takona	Field Results Group
Vidhya Ganesh	Deputy Director, Programme Division
Yasmin Haque	Deputy Director, Office of Emergency Programmes

**Annex 2 - Agenda**  
**Executive Board Workshop on the UNICEF Strategic Plan, 2018-2021**  
**10 February 2017, 0930 – 1630**  
**Venue: Labouisse Hall, UNICEF House**

**AGENDA**

**0900 – 0930    Registration and Coffee**

**0930 – 1045    Strategic Plan overview session**

*Session Moderator: Mr Justin Forsyth, Deputy Executive Director*

**Welcome remarks**

**Introductory video – Voices of Adolescents**

**Panel discussion and engagement with Member States and participants on key comments received on the key elements of the UNICEF Strategic Plan (WHAT, HOW and ENABLERS)**

- What is new/different in this SP and what has changed based on feedback received; explain the SP's focus on results and the results structure; linking resources to results and the IRRF (George Laryea-Adjei, Division of Data, Research and Policy)
- How are cross cutting elements like gender equality and adolescent development integrated; how will thematic funding align to the results and related programmatic concerns (Ted Chaiban, Programme Division)
- How is the Humanitarian-Development nexus being addressed and related issues (Manuel Fontaine, Office of Emergency Programmes)
- How is the SP relevant in the fast changing context especially at the regional and country level and how does the SP respond (Leila Pakkala, Regional Director, Eastern and Southern Africa)

*Each panelist will have 5 minutes to present and then there is 45 minutes for discussion (hardcopies of the updated Strategic Plan slides will be made available during the meeting)*

**1045 – 1100    Coffee / Tea break**

- 1100 – 1230 Group discussions on the draft ‘WHAT’ of the Strategic Plan**  
*Session Moderator: Ms Karin Hulshof, Regional Director, East Asia and Pacific*
- UNICEF resource persons:*
- *Programme related queries: Mr Ted Chaiban, Ms Vidhya Ganesh, Ms Jo Bourne, and Mr Cornelius Williams, Programme Division*
  - *Humanitarian related queries: Mr Manuel Fontaine and Ms Yasmin Haque, Office of Emergency Programmes*
- Meeting divides into 3 groups:*
- *Goal Area 1 (Resource person: Ted)*
  - *Goal Areas 2 & 3 (Resource persons: Jo and Cornelius)*
  - *Goal Areas 4 & 5 (Resource person: Vidhya)*
- See group work instructions in annex. [Participants get to participate in 2 out of 3 groups]*
- Brief report out from each group (2 minutes each plus 10 minutes discussion in plenary)*
- 1230 – 1330 Lunch**
- 1330 – 1430 Group discussions on the draft ‘HOW’ strategies of the Strategic Plan**  
*Session Moderator: Mr Olav Kjørven, Director, Public Partnerships Division*
- UNICEF resource persons:*
- *Programme related queries: Mr Ted Chaiban and Ms Vidhya Ganesh, Programme Division*
  - *Humanitarian related queries: Mr Manuel Fontaine and Ms Yasmin Haque, Office of Emergency Programmes*
  - *Public partnerships and UN Coherence related queries: Ms Dominique Hyde and Ms Mandeep O’Brien, Public Partnerships Division*
  - *Private partnerships and fundraising related queries: Mr Gerard Bocquenet and Ms Mary-Louise Eagleton, Division of Private Fundraising and Partnerships*
  - *Communications related queries: Ms Paloma Escudero, Division of Communication*
  - *Integrated campaign related queries: Ms Nicole Bates, Office of the Executive Director*
  - *Market shaping related queries: Mr Gian Gandhi, Supply Division*
- 3 groups:*
- *HOW strategy cluster 1, 6 & 7 (Resource persons: Ted and Vidhya)*
  - *HOW strategy cluster 5 - UN Working Together (Resource persons: Dominique and Mandeep)*
  - *HOW strategy cluster 2, 3, & 4 (Resource persons: Gerard, Mary-Louise, Paloma, Nicole and Gian)*
- See group work instructions in annex. [Participants may contribute to 2 groups out of 3]*
- 1430 – 1530 Group discussions on the draft “Enablers” of the Strategic Plan**  
*Session Moderator: Ms Fatoumata Ndiaye, Deputy Executive Director*

*UNICEF resource persons:*

- *Human resource related queries: Ms Eva Mennel and Mr Peter Frobel, Division of Human Resources*
- *Information and Communication Technology (ICT) related queries: Mr Daniel Couture and Mr Chris Larsson, ICT Division*
- *Finance and Budget related queries: Mr Thomas Asare and Mr Lawrence Picard, Division of Finance and Administrative Management*
- *Results tracking related queries: Ms Etona Ekole and Mr Tim Takona, Field Results Group*

*3 groups:*

- *ENABLERS 1 and 2 (Resource persons: Thomas, Lawrence, Etona and Tim)*
- *ENABLER 3 (Resource persons: Eva and Peter)*
- *ENABLER 4 (Resource persons: Daniel and Chris)*

*See group work instructions in annex. [Participants get to contribute to 2 out of 3 groups]*

**1530 – 1620 Report back in plenary and discussion**

*Facilitated by Ian Thorpe, Division of Data, Research and Policy*

How/Enablers group work rapporteurs have 2 minutes each to summarise the discussions of their groups and then 25 minutes discussion in plenary

**1620 – 1630 Next steps**

*Mr Justin Forsyth, Deputy Executive Director*

## Annex 3 - Group work instructions

### Guidelines for group work

- Individuals pick a group from available topics
- Each group appoints an individual from among the Member States in the group to act as Chair
- Each group appoints an individual from among the Member States in the group to act as Rapporteur
- Each group discusses for 25 minutes. At end of each session participants can rotate to a new group except Rapporteurs and UNICEF Resource persons who will stay in their original group.

### Questions to guide Group discussion

- Are there any proposed results areas (WHAT), change strategies (HOW) and Enablers that are not clear or any other clarification questions?
- Are there any suggestions on how to improve the plan?

### Meeting Roles

#### Session Moderators

- Briefly introduces the session and explains purpose of the discussions

#### Group work Chair (selected from participating Member States)

- Chair the group discussion ensuring all have the opportunity to speak
- Support the Rapporteur to capture the results of the discussion

#### Group work Rapporteur (selected from participating Member States)

- Take note and document the results of the discussion
- Present the result of the discussion in the plenary summarizing the main points emerging from the group discussions in NO MORE than two minutes

#### Participants

- Share freely in the discussions of the group

#### UNICEF Resource Persons

- Explain at the beginning of the discussion in NO MORE than two minutes the issues UNICEF seeks to address with the particular WHAT/HOW Strategy/ENABLER
- Participate actively within the group discussions to answer questions or clarify the intent and content of the plan
- Take note of key concerns and feed them back to DRP afterwards