What is the Strategic Plan?

A tool for enhancing the impact of UNICEF’s work for children by:

- Aligning the resources 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, and its support for the SDGs
- Strengthening the organization’s accountability framework
Extensive consultation process

- 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
Strategic Plan and associated documents

- **Common chapter** – identifying areas of collaboration and common indicators with UNDP, UNFPA, and UN Women

- **Results framework** – defining the organization’s goals, and its contribution to those goals, through a series of quantitative targets

- **Theory of change paper** – explaining in greater detail how UNICEF sees itself and its strategies bringing about change

- **Integrated Results and Resources Framework** – providing a high-level description of the connection between budget and the plan, based on UN standard approach

- **Gender Action Plan** – extracting and elaborating the gender components in the plan
<table>
<thead>
<tr>
<th>IMPORTANT PROGRESS FOR CHILDREN</th>
<th>YET, CHILD RIGHTS VIOLATIONS AND INEQUITIES PERSIST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children who die before their fifth birthday declined from 12.7 million in 1990 to 5.9 million in 2015</td>
<td>Children from the poorest families are two times as likely to die before age 5</td>
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<tr>
<td>Stunting in children under 5 reduced by 41% between 1990 and 2015</td>
<td>156 million children under 5 years of age are stunted</td>
</tr>
<tr>
<td>The number of new HIV infections among children 0–14 years reduced by more than half since 2010</td>
<td>61 million primary school-aged children are out of school</td>
</tr>
<tr>
<td>Gender parity in education continues to improve</td>
<td>Adolescent girls are more likely to be illiterate than boys</td>
</tr>
<tr>
<td><strong>1 in 10 girls</strong> have suffered sexual violence</td>
<td><strong>Discrimination</strong> against children belonging to minorities</td>
</tr>
</tbody>
</table>
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 program 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** operationalized by:
- emphasizing accelerated action for the most marginalized children
- application of HRBAP
- strengthening of national capacities

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

Realizing the rights of every child, especially the most disadvantaged

25 RESULT AREAS (WHAT)

8 CHANGE STRATEGIES (HOW)

4 ORGANIZATIONAL PERFORMANCE 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

SP Impact

SP Goals in support of SDGs

SP Key Results – UNICEF’s direct contribution

Support achievement of planned results

Internal effectiveness and efficiency factors

IMPACT LEVEL
Shared results based on SDG impact-level indicators

OUTCOME LEVEL
Shared results based on SDG outcome-level indicators

OUTPUT LEVEL
UNICEF’s direct contribution on the basis of its comparative advantages

Key Performance Indicators

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
The Strategic Plan, Agenda 2030 and the CRC

Realizing the rights of every child, especially the most disadvantaged

**GOAL AREA 1**
EVERY CHILD SURVIVES AND THRIVES
- SDGs 2, 3 & 5
- CRC Articles 6 & 24

**GOAL AREA 2**
EVERY CHILD LEARNS
- SDG 4
- CRC Articles 28 & 29

**GOAL AREA 3**
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
- SDGs 5 & 16
- CRC Articles 19, 34-38

**GOAL AREA 4**
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
- SDGs 6, 11, 13
- CRC Article 24

**GOAL AREA 5**
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
- SDGs 1, 5 & 10
- CRC Articles 2, 12, 23, 26 & 30

**8 CHANGE STRATEGIES** (HOW)

**4 ORGANIZATIONAL PERFORMANCE ENABLERS**

**SDGs**
- 2, 3 & 5
- 4
- 5 & 16
- 6, 11, 13
- 1, 5 & 10

**Key Performance Indicators**
- Internal effectiveness and efficiency factors
- Support achievement of planned results
- Shared results based on SDG impact-level indicators
The Strategic Plan’s 25 Results Areas

GOAL AREA 1
EVERY CHILD SURVIVES AND THRIVES
- Stunting
- Severe acute malnutrition
- Maternal and newborn care
- Immunization
- Childhood illnesses
- Quality ECD
- Gender-responsive adolescent health and nutrition
- HIV treatment & prevention
- Adolescent health

GOAL AREA 2
EVERY CHILD LEARNS
- Equitable access to quality education
- Learning outcomes
- Skills development

GOAL AREA 3
EVERY CHILD IS PROTECTED FROM VIOLENCE & EXPLOITATION
- Violence
- Harmful practices (FGM/C and child marriage)
- Access to justice

GOAL AREA 4
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
- Drinking water
- Sanitation, hygiene, end open defecation
- Disasters
- Urban settings
- Environmental sustainability for children

GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
- Gender discriminatory roles and practices
- Adolescent empowerment
- Child poverty
- Social protection
- Disability
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, 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
Common Chapter – what are the key areas of collaboration?

The principles of *leaving no one behind* and *reaching the farthest behind first* permeate the Strategic Plans of UNDP, UNICEF, UNFPA and UN Women. In direct response to the QCPR we will harness our collaborative advantage in accordance with respective mandates in the following key areas. The Strategic Plans also have common indicators and a common annex.

- **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

- **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

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

- **Enhance efficiency together**

- **Enhance multi-stakeholder partnerships**
Cross-cutting priorities: Humanitarian action

- **Faster, more effective and at-scale** humanitarian response in line with the Core Commitments for Children in Humanitarian Action

- 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

- Community engagement and **accountability** to affected people

- System strengthening, and support of 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
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
- Gender equality results and strategies are further elaborated in the Gender Action Plan, 2018-2021
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.
1. **Programming at-scale results for children**
   - Foster cross-sectoral and multi-sectoral programming
   - Support policy, capacity development and systems strengthening
   - Enhance coherence between humanitarian action and longer-term programming
   - Engage more with communities to promote the realization of children’s rights
   - Promote cooperation and innovation among countries and regions

2. **Gender-responsive programming**
   - Strengthen gender-responsive programming
   - Deepen our focus on empowering disadvantaged adolescent girls
   - Improve the capacity of Country Offices to advance gender equality by providing tools, technical assistance and other support
3. **Winning support for the cause of children from decision makers and the wider public**
   - Strengthen advocacy, campaigning, fundraising and communications, together with partners and allies
   - Grow our base of supporters, more than doubling it to 100 million people who are willing to volunteer, advocate and donate resources
   - Support children and young people as agents of change and progress.

4. **Developing and leveraging resources and partnerships for children**
   - Leverage resources and partnerships for children to influence domestic planning, financing and service delivery for children
   - Mobilize more resources and fundraising for UNICEF from governments and the private sector
   - Explore new areas for growth, including new ways of increasing pledge donors and corporate and foundation fundraising.
5. **Harnessing the power of business and markets for children**
   - Deepen our private-sector partnerships, including innovations to better serve the needs of hard-to-reach children
   - Eliminate barriers in global and local markets that inhibit children’s access to essential supplies
   - Pursue research and development to drive progress towards achievement of the SDGs.

6. **UN working together**
   - Work collaboratively with United Nations partners to strengthen system coherence
   - Adopt more integrated approaches to the 2030 Agenda
   - Increase alignment with national government priorities and plans
   - Develop system-wide actions for cross-cutting issues
7. **Fostering innovations in programming and advocacy processes and practices**
   - Enhance the use of new technologies for system strengthening, service delivery and engagement
   - Identify and scale up the most successful programme innovations with our partners

8. **Harnessing the power of evidence as a driver of change for children**
   - Widen the use of data about child well-being to catalyse change for the most vulnerable children
   - Leverage new and existing partnerships to generate more robust research and analysis
   - Increase the availability of disaggregated data on the child-focused SDG indicators
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
Results Framework

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

- **Indicators, baselines, milestones, targets**, equity dimensions and means of verification defined

- Disaggregated data on a very small number of SDG-related impact and outcome indicators when governments and the international community gather these

- **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.
Implementation, monitoring, reporting and review

Implementation

- Revised guidance on goal and results areas; delivery of HOWs and Enablers
- New and revised Country Program Documents (CPDs) aligned with the new Plan.
- Redesign of Global Thematic Funds to align with and support the new Plan.

Monitoring

- Architecture: Revised budget codes and field monitoring top capture financing and performance.
- Process: Strengthened internal mechanisms for tracking/remedying performance issues, lessons learning and risk management.

Reporting

- Executive Director’s Annual Report
- Annual Results Reports

Review

- Mid-Term Review (2020)